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ABSTRACT

This document reports the results of a 1971 survey of the status of public relations programs in over 200 school systems, updating the information from a similar survey conducted in 1967. The report tabulates and analyzes data reported on 208 questionnaires and, wherever possible, compares the data with those of the 1967 survey. Part A of the report covers information on school systems employing fulltime public relations directors, and Part B discusses schools with other administrative arrangements. Sample job descriptions for fulltime public relations directors and examples of public relations policies adopted by participating school systems are provided. (JF)

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CIRCULAR

NO. 1, 197[illegible]

THE SCHOOL PUBLIC RELATIONS ADMINISTRATOR

1970-71

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ERS Circular No. 3, 1971 May 1971

THE SCHOOL PUBLIC RELATIONS ADMINISTRATOR, 1970-71

Commenting on the major changes that have taken place in public education in the last decade, Loyd L. Turner, president of the Fort Worth, Texas, Board of Education, noted that "as the pace of change quickens, as technology becomes more specialized, as advertising and propaganda become more subtle, and as international problems become more intricate, the schools will need to give more attention to developing in their students the competence to understand and to deal with such complexities. And educators will need to give more attention to explaining to the public why this is so and why this is necessary."[1/] He emphasized that public relations is probably more important in education than in industry because progress in public education is so directly related to public opinion.

Recognizing the increasing importance of public relations as a major function of local school administration, the Educational Research Service in 1967 conducted a survey of the status of public relations programs in nearly 200 school systems across the country.[2/] This 1971 study has been undertaken in the belief that many school systems have in the past four years made changes in public relations programs and personnel in an effort to meet the current need for adequate and honest communication with the public. Both the 1967 and 1971 surveys have been planned with the encouragement and assistance of the National School Public Relations Association.

The questionnaires used in this survey (see pages 53-60) were sent in January 1971 to all school systems with 25,000 or more enrollment and, to the same group of smaller systems covered in the 1967 study. The questionnaires were revised to solicit not only the same information for comparison with 1967 data, but also some additional data on the status and roles of

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1/ Turner, Loyd L. "Promoting a Better Understanding of Education." Local-State-Federal Partnership in School Finance. Proceedings of the Ninth National Conference on School Finance. Washington, D. C.: Committee on Educational Finance, National Education Association, 1966. p. 38.

2/ Educational Research Service, American Association of School Administrators and NEA Research Division. The Administration of Public Relations Programs in Local School Systems, 1966-67. ERS Circular No. 5, 1967. Washington, D. C.: the Service, October 1967. 54 p. $1.75.

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the PR director which it is believed will be of interest to the readers of this report.

Responses received from 208 of the 242 systems to which questionnaires were sent are distributed as follows:

Enrollment group	Ques. sent	Replies received
Stratum 1 (100,000 or more)	27	24 (88.9%)
Stratum 2 (50,000-99,999)	56	51 (91.1%)
Stratum 3 (25,000-49,999)	109	91 (83.5%)
Smaller systems	50	42 (84.0%)
	242	208 (86.0%)

As in the 1967 survey, each school system was sent two different questionnaire forms--one to be filled out only by school systems which employ an individual who devotes full-time to public relations activities, and the other to be used to describe how PR functions are handled in systems which do not have anyone assigned full-time to the public relations field. It should be noted that the term "public relations" is used throughout the questionnaire and in this report to cover all those activities which are designed to inform the public about the schools' programs. The term "director," used when referring to the individual with this responsibility, is intended in a generic sense rather than to designate an administrative level.

Table A, at the bottom of this page, shows the distribution of the replies by type of administrative arrangement reported--a full-time PR director, an administrator who handles all PR functions but devotes only part of his time to them, and other arrangements. The other arrangements reported include the division of PR responsibilities among several administrators.

As indicated in Table A, 138 (66.4 percent) of the 208 responding systems have a full-time public relations director. In 1967, with 198 systems participating, 119 (60.1 percent) had full-time directors. Another interesting comparison with the earlier study is revealed in Table A. In 1967, there were 79 systems which did not have full-time directors; of these 44.3 percent had part-time directors. In the present study, 48.6 percent of the 70 not having full-time directors have assigned personnel part-time to coordinate public relations activities.

Of the 208 systems which responded in this survey, 179 were also included in the 1967 study. Changes in these 179 systems with respect to the administrative arrangement for handling public relations functions are summarized in the following breakdown:

Still full-time director	93(51.9%)
Was part-time, now full-time	27(15.1%)
Was full-time, now part-time	13 (7.3%)
Still has other arrangements	13 (7.3%)
Still part-time	11 (6.1%)
Had other arrangements, now full-time	8 (4.5%)
Had other arrangements, now part-time	7 (3.9%)
Was part-time, now has other arrangements	7 (3.9%)

The remainder of this Circular is devoted to tabulation and analysis of data reported on the 208 questionnaire replies, and wherever possible, comparison to the 1967 data. The infor-

Table A

SUMMARY: ADMINISTRATION OF PUBLIC RELATIONS PROGRAMS IN 208 SCHOOL SYSTEMS, 1970-71

Administrative arrangements	Number and percent of school systems responding				
	Stratum 1	Stratum 2	Stratum 3	Smaller	Totals
Full-time PR director	20 (83.3%)	40 (78.4%)	53 (58.2%)	25 (59.5%)	138 (66.4%)
Part-time PR director	1 (4.2%)	5 (9.8%)	19 (20.9%)	9 (21.4%)	34 (16.3%)
Other arrangements	3 (12.5%)	6 (11.8%)	19 (20.9%)	8 (19.1%)	36 (17.3%)
Totals	24 (100.0%)	51 (100.0%)	91 (100.0%)	42 (100.0%)	208 (100.0%)

mation in the box on page 33 provides some comparative figures regarding full-time public relations administrators in 1967 and 1971.

For the convenience of the reader, the report is divided into two parts. Part A covers the 138 school systems which now employ full-time public relations directors. Data on part-time directors and the other administrative arrangements reported are analyzed in Part B, beginning on page 40. Sample job descriptions for full-time PR directors follow Part A. Some policies on public relations adopted in participating school systems are reproduced beginning on page 51.

PART A: SYSTEMS WITH FULL-TIME PUBLIC RELATIONS DIRECTORS IN 1970-71

The data in this section are based on the responses from the 138 systems which reported that they employ an individual whose only responsibility is in the area of public relations for the local school system.

Status of the Public Relations Director

Of the 119 systems which reported full-time public relations directors in 1967, 106 reported again in 1971. Only 93 of the 106 still have full-time directors, according to their replies. However, this apparent decrease of 13 in the number of full-time directors is somewhat deceptive. In at least four of the systems, reorganization in the administrative structure has resulted in the appointment of a high-level administrator whose duties include some specific PR functions and overall responsibility for the public information program; in two of these systems, the same 1967 PR staff reports to the new administrator rather than to the superintendent; in the other two systems the PR administrator was given additional duties outside the PR realm (and additional staff). The nine other systems no longer having full-time PR directors attributed this to financial stringencies or the de-emphasis of the PR function under a new superintendent.

Title. As was stated in the introduction, the term "public relations" is used in this study to denote the various duties connected with getting school information to the public. An examination of the actual designations in titles of full-time directors in column 2 of the system-by-system table beginning on page 14 and in Table B (on page 4), reveals, however, that many systems have attached designations other than "public relations" to these functions. As in 1967, the term "information" appears more frequently, with "community" or "school-community" relations a distant second. Adding up the titles in which the term "information" appears, we can see that more than half (53.6 percent) of the full-time directors carry this designation--a slightly higher percentage than in 1967.

The title which has gained the most in popularity in the four-year period is "communications." As can be seen in Table B, it appears singly or in combination with other terms in 15 of the titles. In 1967 only five titles included this designation. It is interesting to note that among the 93 systems which had full-time PR directors in both surveys, 49 have changed the director's title.

Position on the administrative staff. As the designation in the title varies widely among the 138 full-time public relations directors, so also the administrative level he occupies. As might be expected, only the largest school systems have PR men at the level of assistant superintendent, but the number of PR men at this level has decreased since 1967, from seven to three. Table C (on page 5) reports the number of individuals in each enrollment group with a particular administrative designation and correlates 1970-71 salary information with the position level. The title of "director" is, as in 1967, the most common. Now, however, more than half of the full-time PR men have this po-

Table B

SUMMARY: SPECIFIC DESIGNATIONS IN TITLES OF FULL-TIME PR DIRECTORS, BY FREQUENCY OF DESIGNATION

Specific designations	Number of directors				
	Str. 1	Str. 2	Str. 3	Smaller	Totals
Information (Public, Educational, Information Services)	8	15	17	11	51
Community Relations (School-Community)	6	6	10	6	28
Public Relations	1	2	6	3	12
Communications	1	3	5	2	11
Publications and Information	...	6	3	1	10
Publications	1	2	3	...	6
Information and Public Relations	1	2	...	...	3
Information and Community Relations	...	1	2	...	3
Information and Communications	...	...	3	...	3
Staff and Public Information	1	...	1	...	2
Other[a/]	1	1	2	1	5
No designation reported	...	2	1	1	4
Totals	20	40	53	25	138

a/ "Other" designations, reported by one system each, were:

Press Relations and Public Information
School Plant Planning and Public Relations
Communications and Publications
Public Relations and News Media
Information, Publications, and Research

sition (51.4 percent); in 1967, 44.5 percent were at this level.

Immediate superior. Eighty-six percent (119) of the 138 full-time directors in 1971 report directly to the superintendent--a slightly smaller proportion than in 1967. Of the remaining 19, four said they report to the superintendent and another administrative officer. The other 15 report to a variety of administrators, mostly assistant, associate, or deputy superintendents, in eight different fields of specialization.

Length of contract year. As can be seen in Table C, 12 (9 percent) of the reported salaries are for less than a full 12-month (including paid vacation) work year. In 1967, 10.9 percent of full-time directors were employed for less than a full year.

Salaries. When Table C, which relates salaries to administrative level, is compared with a similar table reporting salaries in the 1967 study, it is apparent that salaries have risen considerably in four years. The average salary for every position has increased at least $3,100. Salaries for directors average about $4,000 more and for administrative assistants the increase is $5,000 above 1967.

Table D, on page 6, distributes the 1970-71 salaries of full-time PR administrators in each enrollment group by intervals of $2,000. As can be seen from the table, the median salary for the 137 which reported salaries in 1970-71 was $15,839; in 1967 the median was $12,478. Salaries in the smallest enrollment group, systems with less than 25,000, experienced the largest increase--the median salary rising nearly 50 percent. For all systems, the low salary is more than $1,400 higher than in 1967; the high salary is $13,000 higher.

A comparison of actual salaries of the 43 full-time PR directors who held the same job in the same system in 1967 shows increases ranging from 2 percent to 97 percent, with the average being 44 percent. By comparison, the median salary for all PR administrators increased 27 percent since 1967. Not included in the tabulations in Tables C and D are the amounts for expenses, in addition to salary, reported for three directors.

Requirements for the position. Seventy respondents, about one-half in this study, indicated that formal requirements or preferences in qualifications have been established for the position, although only 55 enclosed documents

Table C

SUMMARY: POSITION ON ADMINISTRATIVE STAFF, SALARY RANGE, AND AVERAGE SALARY OF FULL-TIME PUBLIC RELATIONS DIRECTORS

Key: H = High salary L = Low salary A = Average salary

Position	Stratum 1 (20 systems)	Stratum 2 (40 systems)	Stratum 3 (53 systems)	Smaller (25 systems)	Totals (138 systems)
Assistant superintendent	3 (15.0%) H = $37,000 L = $27,600 A = $32,133	...	...	...	3 (2.2%) H = $37,000 L = $27,600 A = $32,133
Administrative assistant	1 (5.0%) H = $20,050 L = $20,050 A = $20,050	4 (10.0%) H = $25,500 L = $13,400 A = $18,638	11 (20.7%) H = $24,282 L = $ 9,500 A = $17,717	3 (12.0%) H = $22,680 L = $18,000 A = $20,555	19 (13.8%) H = $25,500 L = $ 9,500 A = $18,481
Director	11 (55.0%) H = $26,000 L = $15,328 A = $19,379	21 (52.5%) H = $28,500 L = $ 9,800 A = $16,403	27 (50.9%) H = $24,000 L = $ 6,612 A = $15,900[b]	12 (48.0%) H = $20,800 L = $ 9,040[a] A = $15,216[c]	71 (51.4%) H = $28,500 L = $ 6,612 A = $16,458[d]
Coordinator	2 (10.0%) H = $15,450 L = $12,088 A = $13,769	5 (12.5%) H = $16,260 L = $11,000 A = $14,637	6 (11.3%) H = $18,000 L = $ 7,400[a] A = $12,762[e]	2 (8.0%) H = $15,000 L = $14,500[a] A = $14,750[f]	15 (10.9%) H = $18,000 L = $ 7,400[a] A = $13,786[g]
Consultant	...	2 (5.0%) H = $21,800 L = $10,500 A = $16,150	...	1 (4.0%) H = $9,000 L = $9,000 A = $9,000	3 (2.2%) H = $21,800 L = $ 9,000 A = $13,767
Supervisor	...	2 (5.0%) H = $20,625 L = $10,992 A = $15,809	1 (1.9%) H = $15,441[a] L = $15,441[a] A = $15,441[a]	3 (12.0%) H = $21,296[a] L = $12,433[h] A = $17,910[e]	6 (4.3%) H = $21,296[a] L = $10,992 A = $16,798[g]
Specialist	1 (5.0%) H = $13,524 L = $13,524 A = $13,524	2 (5.0%) H = $18,743 L = $10,000 A = $14,372	3 (5.7%) H = $20,000 L = $12,264 A = $15,711	2 (8.0%) H = $10,700 L = $ 8,160 A = $ 9,430	8 (5.8%) H = $20,000 L = $ 8,160 A = $13,532
Officer	2 (10.0%) H = $15,500 L = $ 9,700 A = $12,600	2 (5.0%) H = $13,800 L = $12,500 A = $13,150	1 (1.9%) H = $11,500 L = $11,500 A = $11,500	2 (8.0%) H = $16,000 L = $10,004 A = $13,002	7 (5.1%) H = $16,000 L = $ 9,700 A = $12,715
Administrative Aide	...	1 (2.5%) H = $14,000 L = $14,000 A = $14,000	3 (5.7%) H = $17,928 L = $12,300 A = $15,409	...	4 (2.9%) H = $17,928 L = $12,300 A = $15,057
Other (Administrator, Assistant)	...	1 (2.5%) H = $15,500 L = $15,500 A = $15,500	1 (1.9%) H = $10,154 L = $10,154 A = $10,154	...	2 (1.4%) H = $15,500 L = $10,154 A = $10,154

a/ For a 10-month contract.
b/ Includes salaries for one 11-month and one 42-week contract.
c/ Includes two salaries for 10-month contracts.
d/ Includes salaries for one 11-month, one 42-week, and two 10-month contracts.
e/ Includes salaries for one 11-month and two 10-month contracts.
f/ Includes one salary for a 10-month contract.
g/ Includes salaries for one 11-month and three 10-month contracts.
h/ For an 11-month contract.

stating these requirements. In 1967, about 40 percent reported required or preferred qualifications had been outlined.

An examination of these documents, summarized for each system in column 4 of the system-by-system table, reveals a wide variety of requirements--some very general (e.g., degree level and experience in the field), and others more detailed, stating specific combinations of degrees in certain fields and number of years of experience in a given area. About 60 percent require a bachelor's degree and 35 percent a master's degree; five percent do not mention a degree requirement. Teaching certification is required in four systems; administrative in one. One system specifies administrative and supervisory certification. Experience as a teacher is stipulated in six systems, as an administrator by two systems. Teaching and administrative experience is required in one other system; four specify teaching and/or administrative experience. Another system's job requirements state only experience in a "certificated position."

Qualifications and characteristics of incumbent PR directors

Unlike its predecessor, the inquiry form for this study asked respondents to report both requirements established for the position and the qualifications of the incumbent in the position. In the first study, respondents were told to report their own qualifications only if formal requirements had not been established by the school system. Table E, on page 7, which reports

Table D

SUMMARY: SALARIES OF 137 FULL-TIME PR DIRECTORS, 1970-71

Salary intervals	Number and percent of PR directors responding, by enrollment group				
	Stratum 1	Stratum 2	Stratum 3	Smaller	Totals
More than $30,000	2 (10.0%)	...	...	...	2 (1.5%)
$28,000 to 29,999	...	1 (2.6%)	...	...	1 (0.7%)
26,000 to 27,999	2 (10.0%)	...	...	...	2 (1.5%)
24,000 to 25,999	...	1 (2.6%)	2 (3.8%)	...	3 (2.2%)
22,000 to 23,999	1 (5.0%)	...	1 (1.9%)	1 (4.0%)	3 (2.2%)
20,000 to 21,999	3 (15.0%)	5 (12.8%)	8 (15.1%)[a]	5 (20.0%)[b]	21 (15.3%)[c]
18,000 to 19,999	3 (15.0%)	6 (15.4%)	2 (3.8%)	2 (8.0%)	13 (9.5%)
16,000 to 17,999	3 (15.0%)	4 (10.2%)	11 (20.7%)[d]	3 (12.0%)	21 (15.3%)[d]
14,000 to 15,999	3 (15.0%)	9 (23.0%)	13 (24.5%)[b]	6 (24.0%)[b]	31 (22.6%)[e]
12,000 to 13,999	2 (10.0%)	6 (15.4%)	6 (11.3%)	2 (8.0%)[a]	16 (11.7%)[a]
10,000 to 11,999	...	6 (15.4%)	7 (13.2%)[a]	2 (8.0%)	15 (10.9%)[a]
8,000 to 9,999	1 (5.0%)	1 (2.6%)	1 (1.9%)	4 (16.0%)[f]	7 (5.1%)[f]
6,000 to 7,999	...	...	2 (3.8%)[f]	...	2 (1.5%)[f]
Total reporting	20 (100.0%)	39 (100.0%)	53 (100.0%)	25 (100.0%)	137 (100.0%)
High salary	$37,000	$28,500	$24,282	$22,680	$37,000
Low salary	$ 9,700	$ 9,800	$ 6,612	$ 8,160	$ 6,612
Median salary	$18,667	$15,444	$15,615	$15,500	$15,839

a/ Includes one salary for an 11-month contract.
b/ Includes two salaries for 10-month contracts.
c/ Includes salaries for one 11-month and two 10-month contracts.
d/ Includes one salary for a 42-week contract.
e/ Includes four salaries for 10-month contracts.
f/ Includes one salary for a 10-month contract.

Table E

SUMMARY: PERSONAL CHARACTERISTICS OF 137 FULL-TIME PR DIRECTORS, 1970-71

Personal characteristics	Number and percent of PR directors responding by enrollment group				
	Stratum 1 (20 systems)	Stratum 2 (39 systems)	Stratum 3 (53 systems)	Smaller (25 systems)	Totals (137 systems)
EDUCATION (highest degree)					
No degree	...	1 (2.6%)	...	1 (4.0%)	2 (1.5%)
Bachelor's	10 (50.0%)	16 (41.0%)	21 (39.6%)	7 (28.0%)	54 (39.4%)
Master's	9 (45.0%)	21 (53.8%)	28 (52.8%)	16 (64.0%)	74 (54.0%)
Doctorate	1 (5.0%)	1 (2.6%)	4 (7.6%)	1 (4.0%)	7 (5.1%)
CERTIFICATION					
As teacher only	3 (15.0%)	8 (20.5%)	18 (34.0%)	10 (40.0%)	39 (28.5%)
As supervisor only	1 (5.0%)	1 (2.6%)	...	...	2 (1.5%)
As administrator only	5 (25.0%)	2 (5.1%)	10 (18.9%)	...	17 (12.4%)
As teacher and administrator	1 (5.0%)	8 (20.5%)	5 (9.4%)	7 (28.0%)	21 (15.3%)
As teacher and supervistor	...	1 (2.6%)	2 (3.8%)	2 (8.0%)	5 (3.6%)
As teacher, supervisor, and administrator	2 (10.0%)	2 (5.1%)	6 (11.3%)	1 (4.0%)	11 (8.0%)
None	8 (40.0%)	17 (43.6%)	12 (22.6%)	5 (20.0%)	42 (30.7%)
EXPERIENCE					
Teaching	11 (55.0%)	19 (48.7%)	37 (69.8%)	20 (80.0%)	87 (63.5%)
Administrative/supervisory	9 (45.0%)	13 (33.3%)	17 (32.1%)	7 (28.0%)	46 (33.6%)
School PR	7 (35.0%)	8 (20.5%)	7 (13.2%)	4 (16.0%)	26 (19.0%)
Other PR	7 (35.0%)	15 (38.5%)	14 (26.4%)	3 (12.0%)	39 (28.5%)
Newspaper/magazine	8 (40.0%)	25 (64.1%)	24 (45.3%)	10 (40.0%)	67 (48.9%)
Radio-TV	3 (15.0%)	7 (17.9%)	11 (20.8%)	6 (24.0%)	27 (19.7%)
Advertising/marketing	1 (5.0%)	6 (15.4%)	5 (9.4%)	1 (4.0%)	13 (9.5%)
YEARS IN PRESENT POSITION					
1 or less	5 (25.0%)	7 (17.9%)	18 (34.0%)	4 (16.0%)	34 (24.8%)
2 to 3	6 (30.0%)	18 (46.1%)	19 (35.8%)	6 (24.0%)	49 (35.8%)
4 to 5	2 (10.0%)	4 (10.3%)	4 (7.5%)	5 (20.0%)	15 (10.9%)
6 to 7	3 (15.0%)	3 (7.7%)	5 (9.4%)	2 (8.0%)	13 (9.5%)
10 to 14	1 (5.0%)	4 (10.3%)	3 (5.7%)	4 (16.0%)	12 (8.8%)
15 to 19	2 (10.0%)	1 (2.6%)	2 (3.8%)	1 (4.0%)	6 (4.4%)
20 or more	1 (5.0%)	2 (5.1%)	2 (3.8%)	3 (12.0%)	8 (5.8%)
SEX					
Male	17 (85.0%)	33 (84.6%)	42 (79.2%)	17 (68.0%)	109 (79.6%)
Female	3 (15.0%)	6 (15.4%)	11 (20.8%)	8 (32.0%)	28 (20.4%)
AGE					
21-30	3 (15.0%)	8 (20.5%)	6 (11.3%)	2 (8.0%)	19 (13.9%)
31-40	6 (30.0%)	9 (23.1%)	22 (41.5%)	7 (28.0%)	44 (32.1%)
41-50	2 (10.0%)	12 (30.8%)	15 (28.3%)	9 (36.0%)	38 (27.8%)
51-60	6 (30.0%)	7 (17.9%)	9 (17.0%)	5 (20.0%)	27 (19.7%)
Over 60	3 (15.0%)	2 (5.1%)	1 (1.9%)	2 (8.0%)	8 (5.8%)
No response	...	1 (2.6%)	...	...	1 (0.7%)

by enrollment stratum the professional and personal characteristics of the 137 full-time PR directors for whom information was obtained in 1970-71, had no counterpart in the previous study; therefore, no comparisons are possible.

Highest degree held. As can be seen from Table E, only two of the responding full-time directors do not have an academic degree. More than half have the master's degree; seven have a doctorate. The fields represented by these degrees are varied, but tend to follow a pattern. When the more than 220 degrees held by these 135 individuals are categorized by field, there are more bachelor's degrees in journalism than any other field, with education second. Twenty-nine master's degrees are in education and 22 are in administration/supervision. Only one of the doctorates is not in education or administration/supervision. Among the other fields represented are the following, mentioned by four or more respondents: English, speech/drama, communications, history, social studies, political science, liberal arts, and business.

Certification. Although only seven school systems represented by the 138 full-time PR directors require certification of one kind or another, nearly 70 percent of the incumbents are certified as teacher, administrator, and/or supervisor. In addition, a few directors reported that they have allowed their teaching certificates to lapse. Table E shows that less than one-third of the 137 incumbent directors have no certification. More than half are certified as teachers; 13 percent as supervisors; and 36 percent as administrators.

Experience. The 137 incumbent directors reported experience in more than the seven fields listed in Table E, but the seven tabulated were named most frequently in job requirements and among the incumbents' qualifications. The categories are somewhat broad; "School PR" includes both local school system and college PR work. "Other PR," as can be seen from a glance at Column 4 of the system-by-system table, covers a wide range of experience, including military public information duty, industry, government, and foundation PR work. A large percentage (48.9) of the 137 directors have been editors, reporters, writers, or managers for newspapers or magazines.

Years in present position. Nearly 25 percent of the 1971 respondents have been responsible for the public relations activities of their school systems for only about one year, and another 36 percent assumed the responsibility only two or three years ago. However, this does not necessarily indicate a high rate of turnover among PR administrators. In some systems the position has just recently been established, and in others the position has been upgraded with added responsibilities and authority. Forty-three of the 1971 respondents who participated in the 1967 survey still have the same position.

Sex. Twenty-eight (20.4 percent) of the PR directorships reported in this Circular are held by women. Three of these are employed in school systems with 100,000 or more enrollment. It will be noted in Table E that the proportion of women directors increases in each successively smaller enrollment group.

Age. Almost one-half of the 136 PR administrators who responded to the question regarding age are 40 or under, the largest number (44) being in the 31-40 age group. Only eight are over 60, while 19 are under 31.

Duties and Roles of Full-Time PR Directors

In more than three-fourths of the 138 responding systems, there exists a formal written job description for the director of public relations. So diverse in format and wording are these descriptions (see samples on pages 34-39) that a tabulation of the responsibilities is impossible. However, questions 7, 8, and 9 on the inquiry form solicited information on the roles and duties of the full-time public relations director. Question 9, regarding his relationship on PR matters to principals in individual school buildings, was not included in the 1967 questionnaire.

Duties. Information on the responsibilities of the PR director was solicited by means of a checklist on the questionnaire. Respondents were asked to indicate whether each of 21 duties was a major responsibility, a minor responsibility, or not a responsibility of his unit. Table F, on page 10, reports the replies to this question. Four new responsibilities were added to the 1967 list and one was deleted.

Only four of the duties listed in the current questionnaire were checked as major responsibilities by 50 percent or more of the PR directors--press releases; press, radio, and TV contacts; community newsletters; and staff newsletters. In 1967, the superintendent's annual report and election and bond referenda campaigns were also checked as major duties by more than half of the directors. These two areas rank fifth and tenth among the major duties in 1971. Ten responsibilities were checked as minor by 50 percent or more of the directors in 1970-71, as opposed to seven in the earlier study.

The questionnaire also provided space to write in other duties considered major or minor. Some of the additional duties listed were preparing radio and TV programs on the schools; planning and conducting special tours for visitors; lobbying for pending state legislation; preparing special brochures and publications; dedications; and handling public requests for use of school facilities.

Relationships with principals on PR matters. To learn the role the central office PR director might have in matters pertaining to community relations of individual schools, respondents were given a checklist of possible responsibilities and asked to check all those statements which were true of their situations. Table G, on page 11, shows the percentage of the 138 respondents, by enrollment group, which checked each statement. As can be seen from the table, more than half the respondents in each enrollment group checked the first three options, which seems to indicate that in many school systems the principals are given leeway to adapt their PR activities to the particular needs of their local communities. Only 25 percent of the respondents indicated that they ask principals to refer PR matters to them.

Relationships with school system groups. The questionnaire form listed seven organized groups which exist in most school systems, and respondents were asked to indicate their role with respect to each of the listed groups. The categories of relationships suggested (member, advisor, observer, or none) were intended to convey a degree of participation in the decision-making of the group. Six of the seven groups were listed on the 1967 questionnaire; the administrators' organization was added this year.

The percentage of responses which indicated a particular relationship is shown in the following table. In the last column is the percent reporting that there is no comparable group in the system.

Group	Member	Advisor	Observer	None	Not in system
Board of education	...	56.2%	43.1%	0.7%	...
Superintendent's council	63.5%	13.9%	10.2%	8.8%	3.6%
Curriculum council	6.6%	22.6%	28.5%	35.7%	6.6%
Special projects staffs	22.6%	37.2%	17.5%	13.2%	9.5%
Citizens advisory committee	15.3%	36.5%	24.8%	13.9%	9.5%
Teachers' organization	24.1%	10.2%	23.4%	41.6%	0.7%
Administrators' organization	48.9%	7.3%	13.2%	22.6%	8.0%

Comparing the 1967 responses with the 1971 responses, the figures vary only one or two percentage points, except in two categories--the superintendent's council and the teachers' organization. The number of full-time PR directors reporting membership on the superintendent's council is nearly 20 percent higher than in 1967; membership in the teachers' organization is 7.2 percent lower. These figures were

Table F

SUMMARY: DUTIES AND RESPONSIBILITIES OF FULL-TIME PUBLIC RELATIONS DIRECTORS IN 1970-71, 138 RESPONDING SCHOOL SYSTEMS

Public relations functions	Percent of PR directors reporting degree of responsibility for each function														
	MAJOR responsibility of director					MINOR responsibility of director					NOT a responsibility of director				
	Stratum 1	Stratum 2	Stratum 3	Smaller	Totals	Stratum 1	Stratum 2	Stratum 3	Smaller	Totals	Stratum 1	Stratum 2	Stratum 3	Smaller	Totals
Writing press releases	90%	97%	89%	84%	91%	10%	3%	11%	16%	9%	...	...	...	...	...
Press, radio, and TV contacts	85	90	85	80	85	15	10	13	20	14	...	...	2%	...	1%
Community newsletter or publications	70	80	88	96	85	20	5	6	4	7	10%	15%	6	...	8
Staff newsletter or publications	80	84	81	96	84	15	8	15	4	11	5	8	4	...	5
Superintendent's annual report	40	47	51	40	46	30	23	32	44	31	30	30	17	16%	23
Preparing summary of board minutes for publication	30	40	45	68	46	10	15	27	12	18	60	45	28	20	36
Speakers bureau	45	30	34	32	34	25	40	38	24	34	30	30	28	44	32
Photographic services	15	33	24	48	30	45	47	55	36	48	40	20	21	16	22
Inservice PR training for school staffs	25	15	36	24	29	45	42	43	52	45	30	33	21	24	26
Election and bond referenda campaigns	10	28	30	32	27	70	55	57	52	57	20	17	13	16	16
Special projects (e.g., American Education Week, B.I.E. Day)	30	15	22	32	23	60	75	72	60	69	10	10	6	8	8
Editorial and/or production services for central office staff	15	15	21	8	19	70	67	68	76	70	15	8	11	16	11
Preparation of audiovisuals for PR projects	15	28	17	12	19	60	50	64	60	59	25	22	19	28	22
Assessment of public attitudes and opinions	15	10	19	24	17	60	67	70	68	67	25	23	11	8	16
Development of teacher recruitment materials	10	13	15	28	16	60	74	66	56	66	30	13	19	16	18
Supervision of duplicating or printing plant	10	20	11	12	14	10	10	15	32	16	80	70	74	56	70
Writing speeches, reports, or papers for central office staff	10	10	11	12	11	75	72	72	68	72	15	18	17	20	17
School contact with community, civic, or service groups	5	13	9	12	10	80	77	89	88	84	15	10	2	...	6
Handling of citizen inquiries and complaints	10	10	9	8	9	80	87	87	84	86	10	3	4	8	5
Dissemination of information on federal projects	25	6	9	8	9	50	87	68	68	71	25	10	23	24	20
Updating and distributing corrections to system policy manual	...	13	8	8	8	30	30	39	36	35	70	57	53	56	57

justified by the comments from some respondents which indicated that the job has grown since 1967--that there is much more awareness of the need for good public relations and directors are now being included in major policy decisions. Several emphasized, too, the increased strain on public relations brought about by teacher militancy. Two PR directors commented that they had resigned membership in the teachers' organization as a result of the growing schism between teachers and management.

Status of the PR unit

Column 5 of the system-by-system table reports the individuals who work under the PR director in each school system. In the larger systems most PR directors have at least a secretary and one writer-editor, but this varies widely. In New York City, for instance, the PR director is in charge of a telephone information center which includes 12 telephone operators-information clerks; he also has 18 other full-time and one part-time staff members. In contrast, three systems have no help for the PR director and one other system only provides him access to the secretarial pool.

The questionnaire listed one additional category of employee which the PR director might supervise--the media specialist. However, this position was reported by only 14 systems. Some of the other full- or part-time personnel listed by respondents in the space provided were photographers, graphic artists, printers, and general assistants to the director. A few school systems reported the use of students on a part-time basis.

Budget. In 1967 a question regarding the percentage the PR budget represented of the total current expenditure budget yielded no meaningful data. On the 1971 questionnaire, the respondents were asked only to indicate whether funds were earmarked in the 1970-71 operating budget for public relations functions and, if so, to give the amount. If not, respondents were requested to indicate from what line item(s) the PR unit draws its funds. The Educational Research Service has compared the figures reported as PR line items, wherever possible,

Table G

SUMMARY: RELATIONSHIPS AND RESPONSIBILITIES TOWARD PRINCIPALS, AS SEEN BY 138 FULL-TIME PR DIRECTORS

Role of PR director	Percent of PR directors reporting relationship				
	Str. 1	Str. 2	Str. 3	Smaller	Totals
Provides consultant services to principals as they request them	70%	98%	96%	96%	93%
Encourages principals to develop PR stories as they see fit	80	78	81	80	80
Solicits news items from principals on regular basis	65	60	85	88	75
Helps prepare school staff bulletins	15	43	40	32	36
Conducts inservice PR training for principals	40	30	40	20	33
Has principals refer all PR matters directly to him	10	23	25	40	25
Holds regular PR briefings for principals	5	8	19	36	17
Has no direct contact with principals on PR matters unless crisis arises	...	...	2	4	1

with the total budgeted current expenditure figure reported by the system to the NEA Research Division for 1970-71. Although 87 (63.0 percent) of the 138 responding systems with full-time directors said the 1970-71 budget has a PR line item, percentages could be calculated for only 45 systems.

The results of ERS's calculations are summarized in the paragraphs which follow. The data should be used with reservations, however, since in most cases there was no way of knowing what costs were included in the PR budget figure (salaries, printing, etc.). Also, it is important to consider the fact that the figures are those appearing in budgets prepared in advance of the school year; they are not actual expenditures for 1970-71.

As might be expected, most of the school systems in the largest enrollment group (100,000 or more pupils) responded in the affirmative to the question as to whether or not the budget includes a line item specifically for the PR unit. Only one of the 20 systems checked NO. Fourteen of those who checked YES also reported an amount. The percentage of the total current expenditure budget ranged from a high of .2812 percent to .0144 percent, with the average of these being .0802 percent.

For the second enrollment group (50,000 to 99,999) percentages could be calculated for only 13 of the 25 systems which indicated that the PR unit had a budget line item. The percentages figured by ERS ranged from .3414 percent to .0208 percent; the average was .1247 percent.

In the 25,000 to 49,999 enrollment category, 28 systems reported that a line item for public relations appeared in the 1970-71 budget. Percentages calculated for 18 of these systems showed a high of .2035 percent, a low of .0163 percent, and a .0839 percent average.

Fifteen of the smaller systems reported line item figures for PR, but total current expenditure figures were not available to make percentage calculations.

The average percentage calculated for the 45 budgets was .0945 percent.

Fifty-one systems reported that public relations funds are drawn from line items in other areas. Most frequently PR funds are included in the budget for administration (general control, superintendent's office). Also listed by some systems were special services, printing, publications, and the business office.

Regular publications of the PR unit

Space was provided for the respondents to indicate whether the school system regularly publishes staff and community newsletters. The following is the percentage of affirmative replies to this question:

	Stratum 1	Stratum 2	Stratum 3	Smaller	Total
Community newsletter	56%	50%	53%	64%	56%
Staff newsletter	80%	80%	87%	88%	84%
Same newsletter for both	5%	3%	4%	...	3%

As can be seen from the above figures, nearly 90 percent of the 138 systems have a regular internal newsletter, but only about 60 percent have a regular newsletter to the community. Several directors commented that budget stringencies have cut the community newsletter from the department's activities, but that press coverage has taken up the gap. A great many respondents commented on the excellent coverage the school system gets in local newspapers and on radio and TV programs.

Changes in the school PR picture since 1967

The last page of the questionnaire provided space for respondents to comment on the changes that the public relations department and policy have undergone since the 1966-67 school year. The comments revealed that few systems have remained static where the public relations function is concerned. Where growth has occurred in the PR staff and activities, it has been pre-

cipitated in most cases by internal rather than external forces. That is, the impetus for expansion of PR functions and staff has occurred with the advent of a new superintendent, the decentralization of the school system, or increasing recognition of the importance of public relations by board members and administrators. Teacher militancy, student unrest, or desegregation problems have, of course, necessitated increased PR activity in some systems.

Smaller systems were the most troubled by financial cutbacks and often the PR unit was one of the first to have its budget cut. Some other systems, both small and large, reported that in the past four years the public relations unit has gone through a cycle of contraction and expansion in staff and services; a few commented that they believe it will be several years before the PR unit returns to anything like "normalcy."

Some of the respondents who reported an expansion of the PR activitives and staff in recent years added explanatory comments which throw light on what is happening in these particular school systems. For example:

- Addition of community newsletter and/or staff newsletter
- More inservice training for administrators.
- More emphasis on news media.
- More emphasis on TV rather than newspapers.
- Creation of an open atmosphere with regard to information dissemination; information is funneled directly from the source to the press.
- A large staff where there was none.
- A budget item specifically for public relations.
- New efforts to involve the community in school activities.
- The establishment of face-to-face communications programs (e.g., more speechmaking, coffee parties, guided tours, advisory committees on PR).
- Provision of help to more departments in the preparation of publications.
- Expansion of equipment--videotaping facilities, MTST, etc.
- Appointment of PR man to the superintendent's cabinet--role now one of management and participation in decision-making.
- New emphasis on opinion poll surveys of the community.
- Increased emphasis on informing state legislature about the schools.
- New stress on importance of keeping the staff informed.

Considering the above comments, it is surprising that less than 50 percent of the responding school systems have written public relations policies or guidelines. In fact, an examination of policies submitted by most of the 65 systems which indicated on the questionnaire that such a policy exists, reveals that many are really policies relating to public use of school facilities, gifts to schools, visitors to schools, and the like, rather than statements committing the schools to the program designed to keep the public informed. Some of the policies submitted by the participating school systems have been reproduced on pages 51-52 of this study.

This study was designed and written by Suzanne K. Stemnock, Professional Assistant, Educational Research Service.

FULL-TIME DIRECTORS OF PUBLIC RELATIONS ACTIVITIES: STATUS AND STAFF IN 1970-71
138 School Systems

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 1--ENROLLMENT 100,000 OR MORE (20 Systems)				
LOS ANGELES, CALIF.	Director of Public Information	$26,000	Required: Master's degree; 5 years' experience in certificated position; administrative and supervisory credentials. Incumbent also has experience in newspaper reporting and editing and in community relations in a junior college. In present position 18 years.	Full-time staff 4 writers, editors 9 clerks, secretaries
SAN DIEGO, CALIF.	Director of Staff and Public Information	$18,960	Required: Bachelor's degree (major work in English, journalism, speech arts, or a related field); broad background in management of PR programs of large organizations, including supervision of professional and technical staff, preferably in San Diego area. Incumbent has vocational credential and 6 years' teaching experience; 31 years' experience in radio and TV broadcasting. In present position 1 year.	Full-time staff 2 writers, editors 3 clerks, secretaries 1 information desk clerk
DADE COUNTY, FLA. (Miami)	Director of Public Information	$16,926 + car allowance	Required: B.A. degree with M.A. equivalent in highly successful journalistic or related experience; education-related experience or background preferred. Incumbent has 18 years' experience with major newspapers; experience in TV scripting and production; 3 years' teaching experience. In present position 6 years.	Full-time staff 3 writers, editors 1 media specialist 1 specialist in Latin-American affairs 3 clerks, secretaries
DUVAL COUNTY, FLA. (Jacksonville)	Coordinator of Publications	$12,088	Required: B.S. degree in PR and/or journalism; diversified experience in planning and writing copy for publication; knowledge of graphic arts processes and practical experience in area of publications and/or editing; teaching certificate; teaching experience or successful work experience in above areas. Incumbent has administrative certificate; 4 years' experience as newspaper editor. In present position 1 year.	Full-time staff 2 clerks, secretaries 1 duplicating operator
HILLSBOROUGH COUNTY, FLA. (Tampa)	Public Information Officer	$9,700	No formal requirements. Incumbent has bachelor's degree in arts (political science major, English and economics minors); 15 years' in newspaper reporting and editing; 2 years' experience in PR for Chamber of Commerce. In present position 2 years.	Full-time staff 1 writer, editor 1 clerk-secretary
ATLANTA, GA., city schools	Coordinator, Community Relations	$15,450	No formal requirements. Incumbent has B.A. in speech and English; M.A. in education; 5 years' experience in PR, script editing, and program directing with educational radio and TV stations; 14 years' teaching and 17 years' administrative experience. In present position 6 years.	Full-time staff 1 writer, editor 1 clerk, secretary Part-time staff 1 vocational office trainee
HAWAII--entire state	Director of Public Relations	$15,328	Formal requirements are not reported. Incumbent has bachelor's degrees in music and musicology; administrative certificate; 12 years' public relations experience in U.S. Army and 2½ years in Veterans Administration; 5 years' teaching college ROTC; 8 years' other Army experience. First year in present position.	Full-time staff 1 public information specialist 2 clerks, secretaries
CHICAGO, ILL.	Assistant Superintendent, Community Relations	$31,800	No formal requirements. Incumbent has master's degree in English and school administration; administrative certificate and 12 years' administrative experience; 15 years' teaching experience. In present position 15 years.	Full-time staff 1 writer, editor 5 clerks, secretaries

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 1 SCHOOL SYSTEMS (Continued)				
NEW ORLEANS, LA.	Director, School-Community Relations	$22,640	No formal requirements. Incumbent has bachelor's degree in government; 3 years in school administrative position; 7 years' experience in city government PR work. In present position 2½ years.	Full-time staff 1 assistant director 2 writers, editors 1 media specialist 3 clerks, secretaries
MONTGOMERY COUNTY, MD. (Rockville)	Director, Department of Information	$20,619	No formal qualifications. Incumbent has bachelor's degree in education/accounting; master's in education (curriculum); course-work for doctorate in curriculum; administrative certification; 9 years' teaching experience. In present position 4½ years.	Full-time staff 2 writers, editors 2 clerks, secretaries Part-time staff 1 half-time clerk-secretary
PRINCE GEORGE'S COUNTY, MD. (Upper Marlboro)	Public Information Officer	$15,500	Required: 2 years' experience in administering a PR program and 3 years' related experience; knowledge of communications techniques and PR tactics; well-developed ability to write. Incumbent has bachelor's degree in history; graduate work in marketing; 6 years' experience in advertising marketing, public relations, and liaison to community organizations. First year in present position.	Full-time staff 1 clerk-secretary
ST. LOUIS, MO.	Director, Community Relations	$19,000	No formal requirements. Incumbent has bachelor's and master's degrees in education; certification as teacher, supervisor, and administrator; 15 years' teaching and 15 years' school administrative experience; experience as script writer and producer for schools' radio station and as director of school programming for educational TV. In present position 7 years.	Full-time staff 1 writer, editor 2 clerks, secretaries
NEW YORK, N. Y.	Assistant Superintendent for Educational Information Services and Public Relations	$37,000	No formal requirements. Incumbent has bachelor's and master's degrees in classics; additional graduate work in journalism, executive management, and school administration and supervision; certification as teacher and superintendent; 5 years' experience in college PR; 14 years' teaching experience; and 6 years' school administrative experience. In present position 13 years.	Full-time staff 1 director of information center 1 community relations administrator 1 coordinator of parent relations 5 writers, editors 2 radio and TV specialists 9 clerks, secretaries 6 telephone and other information clerks 6 centrex telephone operators
COLUMBUS, OHIO	Director of Public Information*	$19,200	No formal requirements. Incumbent has bachelor's degree in speech and English; 7 years' PR experience in college and research laboratory; 6 years' experience in newspaper work. In present position 2 years.	Full-time staff 1 clerk-secretary Part-time staff 1 half-time writer, editor
PHILADELPHIA, PA.	Director, Office of Informational Services	$21,800	Formal requirements not reported. Incumbent has bachelor's degree in English; 6 years' experience as newspaper reporter; 2 years' experience as information specialist for Philadelphia schools. In present position 3 years.	Full-time staff 1 assistant director 3 writers, editors 1 media specialist 1 artist-illustrator 7 clerks, secretaries

* Columbus, Ohio: The Director of Public Information is responsible for supervising the research, writing, and distribution of news about the Columbus Public Schools to various public news media. The district also employs a Director of Publications and Public Affairs who is responsible for the preparation of internal publications and external activities of a public affairs or public service nature, such as a speakers' bureau, B.I.E. Day, and American Education Week.

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 1 SCHOOL SYSTEMS (Continued)				
MEMPHIS, TENN., city schools	Public Information Specialist	$13,524	Required: B.S. in journalism and courses in public information and/or communications; 5 years' experience. Incumbent has master's degree in journalism; certification as supervisor; 8 years' experience in college PR; was education editor for a newspaper; 8 years' teaching. In present position 5 years.	Full-time staff 2 public information assistants
DALLAS, TEXAS	Assistant to the Superintendent, Communications	$20,050	No formal requirements. Incumbent has bachelor's degree in advertising/journalism; master's degree in communication arts; 8 years' experience in PR work for state education department. In present position 1½ years.	Full-time staff 1 community relations specialist 1 communications supervisor 1 research assistant 2 writers, editors 3 media specialists 2 clerks, secretaries
HOUSTON, TEXAS	Director for Public Relations and News Media	$16,500	No formal requirements. Incumbent has bachelor's degree in history; 3 years' PR work for state teachers association; ½ year in college PR work; 5 years in newspaper work. In present position 3 years.	Full-time staff 3 writers, editors 1 clerk-secretary Part-time staff 1 Spanish-language writer (10%)
FAIRFAX COUNTY, VA. (Fairfax)	Director of School-Community Relations	$16,200	Required: Master's degree; 5 years' experience in education or related field of communication; qualities necessary to work with others and manage a department. Incumbent has bachelor's degree in economics; master's in journalism; 6 years' college teaching experience; 6½ years in other PR work; 1 year as assistant to PR director in Fairfax. First year in present position.	Full-time staff 2 writers, editors 2 clerks, secretaries
MILWAUKEE, WIS.	Assistant Superintendent, Relationships	$27,600	No formal requirements. Incumbent has bachelor's degree in English and Latin; master's in English and sociology; doctorate in education and sociology; administrative certification; 19 years' teaching experience, including 12 years' as teaching administrator. In present position 29 years (with varying titles).	Full-time staff 1 director, government relations 1 coordinator, school-community relations 5 writers, editors 2 media specialists 3 clerks, secretaries
STRATUM 2--ENROLLMENT 50,000-99,999 (40 systems)				
MOBILE COUNTY, ALA. (Mobile)	Supervisor of Public Information	$10,992	No formal requirements. Incumbent has bachelor's degree in elementary education; certification as teacher, and 6½ years' teaching experience; experience as office manager and owner and operator of nursery school. In present position 1 year.	Full-time staff 1 clerk-secretary
TUCSON, ARIZ.	Director of Publications	$15,440	No formal requirements. Incumbent has bachelor's degree in liberal arts; 2 years of law school; 9 years' experience in newspaper work; PR and advertising work (part-time) for the Chamber of Commerce. In present position 13 years.	Full-time staff 1 assistant director 1 media specialist 1 clerk-secretary
GARDEN GROVE, CALIF.	Administrative Aide	$14,000	No formal requirements. Incumbent has bachelor's degree in liberal arts (journalism major); 23 years' experience in information work for U.S. Army while in active and reserve status; experience in newspaper and magazine reporting and editing. In present position 10 years.	Part-time staff 1 half-time secretary

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
			STRATUM 2 SCHOOL SYSTEMS (Continued)	
LONG BEACH, CALIF.	Director of Publications and Assistant to the Superintendent	$28,500	No formal requirements. Incumbent has bachelor's degree in liberal arts; master's in school administration; certification as teacher, supervisor, and administrator; 2 years' college teaching experience; 10 years as newspaper reporter and editor. In present or similar position 34 years.	Full-time staff 1 writer, editor
OAKLAND, CALIF.	Director of Publications and Public Information	$16,350	Required: Degree in journalism or communications; experience in newspaper, radio, TV, and PR work. Incumbent has bachelor's degree in journalism; administrative certification; 5 years as managing editor of 2 newspapers; 1 year as reporter; 3 years as assistant editor of magazine; short-term experience in many industrial and organization PR jobs. In present position 2 years.	Full-time staff 2 clerks, secretaries, who also assist in writing, editing, production, and helping public
SACRAMENTO, CALIF.	Public Information Specialist	$18,743	Required: Bachelor's degree in English, journalism, or related field (master's preferred); 3 years' experience in two or more of following areas: certificated school district experience; writer, editor, producer, or director of radio or TV programs; news writing or reporting; PR, public information, or similar experience (preference given to school administrative experience). Prefer individual with teaching and/or administrative credentials. Incumbent has bachelor's degree in education; master's in educational administration; teaching and administrative certificates; 3 years' teaching and 13 years' school administrative experience; 1 year PR work for state teachers association. In present position 4 years.	Full-time staff 1 clerk-secretary
SAN JUAN SCHOOL DISTRICT, CALIF. (Carmichael)	Director of Public Information	$15,757	Required: Bachelor's degree or equivalent in journalism or English; 5 years' experience in PR management, public information, or similar work; knowledge of principles and techniques of consumer research; and ability to communicate clearly and effectively. Incumbent has above qualifications and has been in present position 2½ years.	Full-time staff 1 clerk-secretary
DENVER, COLO.	Executive Director, Press Relations and Public Information	$20,100	Required: Master's degree with specializations in journalism, creative writing, graphic arts, topography, and layout; 8 years' experience in methods and techniques of disseminating information through newspaper, magazine, radio, TV, and photographic media. Incumbent has bachelor's degree in social studies; master's in education; administrative certification and 5 years' school administrative experience; 11 years' teaching experience; and 3 years' as newspaper reporter. In present position 17 years.	Full-time staff 1 writer, editor 2 clerks, secretaries
JEFFERSON COUNTY, COLO. (Lakewood)	Director of Information	$15,614	No formal requirements. Incumbent has bachelor's degree in journalism; 14 years with daily newspapers. In present position 3 years.	Full-time staff 1 writer, editor 1 clerk-secretary Part-time staff 2 one-third-time clerk-secretaries 1 "tour guide" on call (paid on hourly basis)

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 2 SCHOOL SYSTEMS (Continued)				
BREVARD COUNTY, FLA. (Titusville)	Communications Administrator	$15,500	No formal requirements. Incumbent has 4 years' experience with Associated Press; 3 years as education writer for two newspapers; 1 year in PR consultant firm; 1 year PR work for teachers' association; 2 years' PR work for Ford Foundation. In present position 1 year.	Full-time staff 1 clerk-secretary Part-time staff 1 half-time writer, editor 1 half-time media specialist
ORANGE COUNTY, FLA. (Orlando)	Public Information Specialist	$10,000	No formal requirements. Incumbent has bachelor's degree in journalism; 4 years' experience as newspaper reporter; 1 year in pupil placement. In present position 3 years.	Part-time staff 1 3/4-time photographer 1 half-time TV program host/planner
PALM BEACH COUNTY, FLA. (West Palm Beach)	Information Officer	$13,800	No formal requirements. Incumbent has bachelor's degree in English; 20 years' experience in newspaper business; 10 years as president of printing company. First year in present position.	Full-time staff 1 clerk-secretary
PINELLAS COUNTY, FLA. (Clearwater)	Director of Information and Publications	$14,400	Required: B.A. with journalism and education courses; 5 years' journalistic experience. Incumbent has B.A. in journalism; 6 years' newspaper experience; 4 years in radio and TV; 3 years with advertising agency; 2 years in British government information office; 2 years' teaching experience. In present position 6 years.	Full-time staff 1 director of school-community relations 1 graphic artist 2 printers 3 clerks, secretaries
DE KALB COUNTY, GA., excluding Decatur city schools (P.O., Decatur)	Coordinator of Public Information	$16,000	Required: Bachelor's degree (preferably in education and courses in journalism; advanced graduate study leading to master's degree or 6-year certificate desirable); news media experience, including newspaper, radio, or TV is desirable; prefer teaching experience. Incumbent has bachelor's degree in education; master's in physical education and educational administration; certification as teacher and administrator; 6 years' teaching and 2 years' school administrative experience; experience in sales, newspaper, radio and TV, photography. In present position 2 years.	Full-time staff 1 writer, editor 1 clerk-secretary
WICHITA, KANS.	Director of Communications	$11,820	Formal requirements not reported. Incumbent has bachelor's degree in English and history; master's in journalism; teaching certificate and 3 years' teaching experience; 1 year as research assistant in educational administration; 1 year in college sports information office; 1½ years as newspaper reporter and editor. In present position 1 year.	Full-time staff 1 telephone information operator Part-time staff 1 half-time clerk-secretary
JEFFERSON COUNTY, KY., excluding Louisville city schools (P.O., Louisville)	Director of School-Community Relations	$19,125	No formal requirements. Incumbent has bachelor's in English, journalism, and education; master's in administrative education; certification as teacher and administrator; 24 years' teaching experience (including 11 as assistant principal); public information officer in Naval reserve unit. In present position 5 years.	Full-time staff 1 secretary 1 clerk
LOUISVILLE, KY., city schools	Coordinator of School-Community Relations	$11,000	Required: Master's degree in an area of mass communications; experience in news media work. Incumbent has bachelor's degree in political science; master's in communications; experience as newspaper reporter and employment counselor. First year in present position.	No staff

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
			STRATUM 2 SCHOOL SYSTEMS (Continued)	
ANNE ARUNDEL COUNTY, MD. (Annapolis)	Supervisor of Information and Public Relations	$20,625	No formal requirements. Incumbent has bachelor's degree in English and foreign language; master's in speech education and dramatics; certification as supervisor; 25 years' teaching and 5 years' school administrative experience. In present position 13 years.	Full-time staff 1 writer, editor 3 clerks, secretaries
BOSTON, MASS.	Director of Educational Publications and Informational Services	$18,060	Required: Bachelor's degree in journalism or communications areas; 5 years' experience in writing for newspapers, magazines, or other media; skill in communications techniques, with experience in editing. Incumbent has bachelor's degree in English; master's in communications arts; courses toward J.D. Law; 1 year in newspaper work; 1 year in PR agency; 1 year in TV; 1 year in foundation work; 1 year teaching experience. In present position 6 years.	Full-time staff 1 writer, editor 1 community relations consultant 2 clerks, secretaries
MINNEAPOLIS, MINN.	Consultant in School-Community Relations	$21,800	Required: Master's degree; 3 years' teaching experience and experience in publications and news media; teaching certificate. Incumbent has bachelor's degrees in journalism and education; master's in education; teaching certificate and 9 years' teaching experience; 1 year in PR for business firm; radio and newspaper experience. In present position 7 years.	Full-time staff 2 clerks, secretaries Part-time staff 1 one-fourth time writer, editor
KANSAS CITY, MO.	Superintendent's Assistant for Educational Communication	$25,500	No formal requirements. Incumbent has bachelor's degree in journalism; master's in educational administration; teaching and administrative certificates; 4 years' teaching experience; 8 years' experience in school PR work; 9 years' experience in news media and advertising. In present position 1 year.	Full-time staff 1 secretary
OMAHA, NEBR.	Coordinator, Office of Public Information Services	$16,000	Required: Master's degree (prefer English-journalism major and training in social sciences); teaching experience (preferably at all levels) and experience in business and industry; certification. Incumbent has master's degree in English; certification as administrator; 12 years' teaching experience. In present position 2 years.	Full-time staff 1 director of state/federal relations 1 writer, editor 1 media specialist 3 clerks, secretaries
CLARK COUNTY, NEV. (Las Vegas)	Information Services Coordinator	$16,260	Required: Experience in directing a public information program; training or experience in newspaper or magazine work--layout, printing, photography, and related subjects; experience in radio and TV; prefer administrative certification and experience in directing PR activities in medium or large school district or other public agency. Incumbent has bachelor's degree in American history and secondary education; master's in school administration; teaching and administrative certificates; 4 years' teaching and 1 year school administrative experience; 4 years as U. S. Navy journalist; 3 years in PR for state education association. In present position 1½ years.	Full-time staff 1 clerk-secretary Part-time staff 1 photographer (80%) 1 one-fourth-time commercial artist 1 one-fourth-time clerk-secretary (Full-time assistant and another secretary to be assigned in July 1971)

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 2 SCHOOL SYSTEMS (Continued)				
ALBUQUERQUE, N. MEX.	Director of Public Information and Publications	$15,000	Preferred: Master's degree related to communications and education; 3 years' experience in newswriting, publications editing and design, teaching, and/or educational administration. Working knowledge of school law, finance regulations, and board policies and procedures. Incumbent has bachelor's degree in English; master's in elementary education; doctorate in educational administration; certification as teacher and administrator; 9 years' teaching experience; 5 years as newspaper reporter; 4 years as associate director of PR in Albuquerque schools. In present position 2 years.	Full-time staff 2 writers, editors 1 clerk-secretary
BUFFALO, N. Y.	Director, School-Community Relations	$18,118	Required: Bachelor's degree in elementary or secondary education; master's in school administration; 4 years' teaching and/or supervisory experience in public schools; 2 years' experience in school-community work, PR, community relations, or related experience. Incumbent has above degrees; certification as teacher, supervisor, and administrator; 9 years' teaching experience; 7 years' administrative experience. In present position 3 years.	Full-time staff 1 supervisor of school-community relations 1 writer, editor
DAYTON, OHIO	Coordinator, Publications and Information	$13,925	No formal requirements. Incumbent has bachelor's degree in political science; 1 year as Navy Public Information Officer; 2½ years' journalistic experience, including 1 year as education writer. In present position 3 years.	Full-time staff 1 writer, editor Part-time staff 1 half-time writer, editor
TOLEDO, OHIO	Public Relations Director	$18,000	No formal requirements. Incumbent has bachelor's degree in English; master's degree in education; certification as teacher and 6 years' teaching experience; 15 years' experience on two metropolitan newspapers. In present position 13 years.	Full-time staff 2 writers, editors 1 clerk-secretary Part-time staff 1 photographer 1 artist
OKLAHOMA CITY, OKLA.	Director of Public Relations	$11,000	No formal requirements. Incumbent has bachelor's degree in journalism; 3 years as college PR director; 3 years with advertising-PR agency; experience as news reporter, free lance PR consultant; and weekly newspaper editor. In present position 4 years.	Full-time staff 1 clerk-secretary
TULSA, OKLA.	Administrative Assistant for Information Services	$20,000	No formal requirements. Incumbent has bachelor's degree in journalism; master's in education; teaching certificate and 5½ years' teaching experience; 3 years' administrative experience; experience in newspaper reporting and advertising. In present position 20 years.	Full-time staff 1 writer, editor 1 media specialist 1 clerk-secretary
PORTLAND, OREG.	Director of Public Information	$20,800	No formal requirements. Incumbent has bachelor's degree in journalism and social science; master's in education; doctoral work in educational administration; teaching certificate and 5 years' teaching experience; 3 years' experience as education lobbyist; experience in newspaper reporting and radio; 3 years' school administrative experience. In present position 5 years.	Full-time staff 2 writers, editors 1 media specialist 3 clerk-secretaries Part-time staff Number and type varies
PITTSBURGH, PA.	Director of Information Services and Community Relations	Position vacant; about $18,000	No formal requirements. Position vacant.	Full-time staff 1 writer, editor 1 media specialist 2 clerks, secretaries

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 2 SCHOOL SYSTEMS (Continued)				
CHARLESTON COUNTY, S. C. (Charleston)	Director, Information Services	$9,800	Required: Bachelor's degree in English, journalism, or school administration; experience as teacher and/or administrator; experience in PR and/or journalism. Incumbent has bachelor's degree in English and history; 2 years in advertising and PR agency work; 16 months as newspaper staff writer. In present position 1½ years.	Full-time staff 1 clerk-secretary
GREENVILLE COUNTY, S. C. (Greenville)	Director of Public Information and Public Relations	$13,680	No formal requirements. Incumbent has bachelor's degree in English and religious education; master's in education; teaching and supervisory certificates; 13 years' teaching and 3 years' supervisory experience. In present position 3 years.	Full-time staff 1 coordinator of volunteer services 1 clerk-secretary
METROPOLITAN SCHOOL SYSTEM, NASHVILLE, TENN.	Director of School-Community Relations	$18,000	No formal requirements. Incumbent has bachelor's degree in education; master's in educational administration; teaching and administrative certificates; 20 years' teaching experience and 11 years' school administrative experience. In present position 2 years.	Full-time staff 1 supervisor of public relations 1 writer, editor 3 clerks, secretaries
EL PASO, TEXAS	Public Information Consultant	$10,500	No formal requirements. Incumbent has bachelor's degree in education; teaching certificate and 2 years' teaching experience; 3 years as newspaper reporter; 3 years' PR experience with utility company. In present position 2½ years.	Full-time staff 1 writer, editor 1 clerk-secretary
FT. WORTH, TEXAS	Special Assistant to the Superintendent	$13,400	Required: Master's degree with graduate training in supervision and administration; administrator's certificate and record of outstanding teaching, administrative and other appropriate experience. Incumbent has bachelor's in social studies and English; master's in educational administration; teaching and administrative certificates; 20 years' teaching and 1 year school administrative experience. In present position 2 years.	Full-time staff 1 clerk-secretary Part-time staff 1 half-time writer, editor
SAN ANTONIO, TEXAS	Community Information Officer	$12,500	No formal requirements. Incumbent has bachelor's degree in education/journalism; teaching certificate; 7 years' experience as newspaper reporter-editor. In present position 1 year.	Full-time staff 1 writer, editor 1 media specialist 1 clerk-secretary
GRANITE SCHOOL DISTRICT, UTAH (Salt Lake City)	Director of School-Community Relations	$15,750	Requirements not reported. Incumbent has B.S. in journalism; 7 years' PR experience in industry. In present position 3 years.	Full-time staff 1 clerk-secretary
NORFOLK, VA.	Assistant to the Superintendent, Informational Services	$15,650	No formal requirements. Incumbent has bachelor's degree in journalism; 17 years' experience in radio and TV; 3 years' active and 20 years' reserve duty in Navy Public Affairs. In present position 2 years.	Full-time staff 1 writer, editor 1 clerk-secretary Part-time staff 1 design and make-up artist (10%) 2 printers (10%)
KANAWHA COUNTY, W. VA. (Charleston)	Director of Publications and Public Information	$12,750	Required: Bachelor's degree with large number of hours in communications (journalism, speech, advertising, radio, and TV). Incumbent has bachelor's degree in speech and advertising; master's in communication arts; 3 years' PR work with state department of education; 1 year with newspaper; 3 years with TV station; 1 year in university journalism department. In present position 1½ years.	Full-time staff 1 writer, editor 2 clerks, secretaries

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 3--ENROLLMENT 25,000-49,999 (53 Systems)				
ANCHORAGE, ALASKA	Publications-Community Relations Director	$18,022	Preferred: B.A. with work in English, journalism, education, or liberal arts; 3 years' experience in work involving substantial public contacts (preferably in education, PR, or communications); acquaintance with school operations; knowledge of communications media. Incumbent has bachelor's degree in speech (minor in journalism); experience in radio-TV news and newspaper reporting; 2 years' PR work for municipality; certification as administrator; graphic art ability. In present position 1 year.	Full-time staff 1 clerk-secretary Part-time staff 1 press operator 1 photographer 1 printer
PHOENIX, ARIZ.-- Union High School District	Administrative Assistant for School-Community Relations	$17,500	Required: Master's degree in English, journalism, or equivalent; experience as teacher and/or administrator desirable; experience in PR and/or journalism desirable; experience in education, radio, newspaper, TV, and writing; knowledge of school system and community; skills in communication, editing, designing format, photography. Incumbent has bachelor's degree in journalism; teaching certificate and 1 year's teaching experience; 10 years in newspaper, radio, TV, and wire service work; 2 years in school PR work. In present position 1 year.	Full-time staff 1 clerk-secretary
LITTLE ROCK, ARK., city schools	Director of Public Relations	$12,000	No formal requirements. Incumbent has bachelor's degree in business; certification as administrator; experience with advertising agency. In present position 6 years.	Full-time staff 1 clerk-secretary
COMPTON, CALIF.	Communications Specialist	$14,868	Requirements not reported. Incumbent has bachelor's degree in sociology; master's in education; courses toward doctorate in educational administration; additional PR and journalism courses; certification as teacher, supervisor, and administrator; 7 years' teaching experience. In present position 3 years.	Full-time staff 1 clerk-secretary
GLENDALE, CALIF.	Public Information Officer	$11,500	Required: Any combination equivalent to bachelor's degree in journalism or related field and 2 years' experience in writing for newspapers, magazines, trade journals, radio, or TV; ability to organize, lay out, and edit printed material; knowledge of and ability to use appropriate photographic methods and equipment. Incumbent has bachelor's and master's degrees in journalism; master's in history; experience in general and airline PR work; many years in newspaper, write service, motion picture, TV, and magazine work. In present position 1 year.	Full-time staff 1 clerk-secretary
PASADENA, CALIF.	Coordinator of Information	$18,000	No formal requirements. Incumbent has bachelor's degree in English; graduate work in PR; teaching certification and 10 years' teaching experience; 7 years' experience in school public relations in another system; experience with publishing company. First year in present position.	Full-time staff 1 school-community relations representative Part-time staff 1 clerk-secretary 1 photographer 1 graphic artist

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
		STRATUM 3 SCHOOL SYSTEMS (Continued)		
RICHMOND, CALIF.	Administrative Assistant to the Superintendent, Publications and Public Information	$21,500	Required: A.B. degree; certification as teacher and 5 years' successful teaching experience; knowledge of journalism and photography. Prefer 3 years' professional journalism experience. Incumbent has bachelor's degree in education, English; certification as teacher and administrator; 6 years' teaching and 1 year school administrative experience; work in advertising and PR agency, newspapers, radio, TV, and motion picture script writing. In present position 21 years.	Full-time staff 1 clerk-secretary
SAN BERNARDINO, CALIF.	Assistant to the Superintendent, Communications	$16,800	Required: Equivalent to graduation from college with major in journalism, English, or related areas; 2 years' paid experience in feature writing for newspapers, magazine, trade journals, radio, or TV (1 year of PR work for public or private agency may be substituted for 1 year of feature writing). Incumbent has bachelor's degree in journalism; 12 years' newspaper work. In present position 3 years.	Full-time staff 1 writer, editor 2 clerks, secretaries
SAN JOSE, CALIF.	Administrative Specialist, Office of Information and Community Affairs	$20,000	No formal requirements. Incumbent has bachelor's degree in education; master's in elementary administration/supervision; certification as teacher, supervisor, and administrator; 7 years' teaching and 9 years' administrative experience. First year in present position.	Full-time staff 1 clerk-secretary
SANTA ANA, CALIF.	Communications Specialist	$12,264	Required: Bachelor's degree in journalism or communications or equivalent training and experience; 3 years' communications experience; knowledge of principles and practices in journalism, community relations, and graphics; knowledge of types of programs offered by system. Incumbent has bachelor's degree in journalism; 4 years' experience in newspaper staff writing; 14 years in aerospace publications; 5 years in communications work for U. S. Navy; 2 years in aerospace management systems analysis. In present position 1 year.	No staff
STOCKTON, CALIF.	Administrative Assistant to the Superintendent	$21,000	No formal requirements. Incumbent has bachelor's degree in English/political science; master's in education; teaching and administrative certification; 13 years' teaching experience. In present position 20 years.	Full-time staff 1 writer, editor
COLORADO SPRINGS, COLO.	Coordinator, Information Services	$15,167 (10-month contract)	No formal requirements. Incumbent has bachelor's degree in education; master's in school administration; certification and 5 years' full-time and 9 years' part-time teaching experience; 9 years part-time in present position. In present position on full-time basis 6 years.	Part-time staff 1 one-third-time secretary
HARTFORD, CONN.	Administrative Assistant to Superintendent	$24,282	No formal requirements. Incumbent has bachelor's degree in speech and drama; master's in education; 3 years' teaching experience; certification as administrator and 14 years school administrative experience, including 2 years' full-time and 2 years' part-time school PR work. In present position 4 years.	Full-time staff 1 supervisor of publications 1 clerk-secretary

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
ESCAMBIA COUNTY, FLA. (Pensacola)	Director, Information Services	$10,920	Requirements not reported. Incumbent has bachelor's degrees in history and business; 4½ years in college PR work; 4 years in industry PR (employee communications and media relations); 4 years on daily newspaper (promotion-research, copy editing, makeup); 1 year in TV production; 2 years' teaching experience. In present position 1 year.	Full-time staff 1 clerk-secretary
BIBB COUNTY, GA. (Macon)	Director of Public Relations	$15,000	Required: Fifth-year certificate with appropriate training in PR (prefer sixth-year certificate); evidence of successful experience in public school work; working knowledge of communication principles; prefer formal training in PR work. Incumbent has B.S. and M.S. in industrial education; teaching and administrative certification; 3 years' teaching and 1 year school administrative experience; 12 years in advertising department of newspaper; 7 years' part-time work developing programs for school system. In present position 1 year.	Full-time staff 1 clerk-secretary
PEORIA, ILL.	Director of Informational Services	$17,900	Requirements not reported. Incumbent has bachelor's, master's, and coursework toward doctorate in theater; 3 years' teaching experience; 3 years as operations manager, 6 years as program director, and 3 years as director for TV station. In present position 2 years.	Full-time staff 1 clerk-secretary
ROCKFORD, ILL.	Director, School Plant Planning and Public Relations*	$15,000	Requirements not reported. Incumbent has bachelor's degree in journalism; 12 years' experience in newspaper reporting, editing, make-up, and photography. First year in present position.	Full-time staff 1 clerk-secretary
FT. WAYNE, IND.	Director of Information and Community Services	$17,963	Required: Bachelor's degree in liberal arts, business, or education (prefer master's degree and teaching certificate); actual PR experience totaling at least 10 years in school or business environment. Incumbent has bachelor's degree in education; master's in PR; teaching certificate and 3 years' teaching experience; 12 years' PR work in business and industry. In present position 4 years.	Full-time staff 1 clerk-secretary
DES MOINES, IOWA	Director, School-Community Relations	$16,650	Required: Bachelor's degree and at least 5 years' experience in PR or related areas (prefer master's degree in school administration or at least 3 years' experience in educational administration). Incumbent has B.S. in public relations and 18 hours of graduate work in industrial relations; 5½ years in college PR work; 5½ years in newspaper, PR agency, and personnel work. In present position 2½ years.	Full-time staff 1 clerk-secretary
KANSAS CITY, KANS.	Director of Public Information and Communication	$13,570	No formal requirements. Incumbent has doctorate and certification in school administration; 6 years' teaching and 1 year school administrative experience. In present position 2 years.	Full-time staff 1 clerk-secretary

*Rockford, Ill.: The school plant planning aspect of this position involves working with community members to get their recommendations on the selection of school sites, so their concerns may be conveyed to the board of education.

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
SHAWNEE MISSION, KANS.	Director of Communications	$16,000	No formal requirements. Incumbent has bachelor's degree in elementary education; master's and coursework for doctorate in educational administration; administrative certificate and 6 years' school administrative experience; 4 years' teaching experience. In present position 1½ years.	Full-time staff 1 clerk-secretary Part-time staff 1 half-time clerk-secretary
HARFORD COUNTY, MD. (Bel Air)	Director of Information, Publications, and Research	$21,500	No formal requirements. Incumbent has bachelor's degree in education; master's in school administration; certification as teacher, supervisor, and administrator; 7 years' teaching and 10 years' school administrative experience. First year in present position.	Full-time staff 1 clerk-secretary Part-time staff 1 half-time writer, editor 1 one-third-time clerk-secretary
SPRINGFIELD, MASS.	Director of School-Community Relations	$15,810	Required: Bachelor's degree; special training in PR; ability in writing and public speaking. Incumbent has bachelor's degree in philosophy; master's in education; coursework for doctorate in history; certification as teacher and supervisor; 20 years' teaching and 2 years' supervisory experience. In present position 3 years.	Full-time staff 1 clerk-secretary
WORCESTER, MASS.	Executive Assistant for Staff and Public Information	$15,600	Requirements not reported. Incumbent has bachelor's degree in history; 7 years in college PR work; 4 years as newspaper reporter. In present position 2 years.	Full-time staff 2 clerks, secretaries
FLINT, MICH.	Director, Public Information and Communications	$22,500	Required: Bachelor's degree in journalism; master's in education or communication arts field; 5 years of professional journalism experience, preferably in newspaper reporting and editing. Desirable qualifications: experience in PR or advertising; working knowledge of photography and printing procedures; varied experience as journalist. Incumbent has bachelor's in journalism; master's in speech (radio-TV programming); 4 years as writer, producer, and director for educational TV and radio. In present position 7 years.	Full-time staff 2 writers, editors 2 clerks, secretaries Part-time staff 1 clerk-secretary
GRAND RAPIDS, MICH.	Director of Community Relations	$21,000	Required: Master's degree in journalism, PR, or related communications field or equivalent work experience in community relations; ability to write creatively. Incumbent has bachelor's degree in education; master's as reading specialist; certification as teacher, supervisor, and administrator; 18 years' teaching and 10 years' school supervisory and administrative experience; some newspaper and radio work; 8 years in school PR in another system. In present position 2 years.	Full-time staff 1 secretary
LANSING, MICH.	Director of Public Affairs	$24,000	No formal requirements. Incumbent has bachelor's degree in journalism; master's in English; certification as teacher and 7 years' teaching experience; 5 years as newspaper reporter. In present position 15 years.	Full-time staff 1 information assistant 1 clerk-secretary Part-time staff 1 one-third-time clerk-secretary

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
WARREN, MICH.	Administrative Assistant, Public Relations	$20,000	Requirements not reported. Incumbent has bachelor's degree in English and speech; master's in school administration; certification as teacher and 8 years' teaching experience. In present position 6 years.	Full-time staff 1 clerk-secretary Part-time staff 1 one-fourth time printer 1 media specialist (10%)
ANOKA-HENNEPIN SCHOOL DISTRICT, MINN. (Anoka)	Director of Communications	$15,200	Requirements not reported. Incumbent has bachelor's degree in English/history/speech; coursework towards master's degree in educational PR; teaching certificate and 7 years' teaching experience. In present position 3 years.	Full-time staff 1 clerk-secretary Part-time staff 1 half-time clerk-secretary
BLOOMINGTON, MINN.	Administrative Aide in charge of School-Community Relations	$16,000	Required: Earned degree; comprehensive knowledge of English, journalism, education; knowledge of graphic arts and communication arts; experience in one or more areas of teaching, journalism, or PR; demonstrated skill as speaker and writer in interpreting education to lay and professional groups. Incumbent has bachelor's degree in English and speech; 1 year with PR firm; 1 year in radio news; 9 years as community newspaper editor. First year in present position.	Full-time staff 1 clerk-secretary
ROBBINSDALE, MINN.	Director of Publications	$16,350 (42-week contract)	No formal requirements. Incumbent has bachelor's degree in English literature/communications; graduate credits in journalism; teaching certificate and 8 years' teaching experience. In present position 7 years.	Full-time staff 2 clerks, secretaries 3 in production of printed materials Part-time staff 1 half-time writer, editor 1 clerk-secretary full-time during summer 1 half-time in production of printed materials Students as needed for assembly and labeling of printed materials
SPRINGFIELD, MO.	Administrative Assistant, Public Information	$9,500	No formal requirements. Incumbent has bachelor's degree in journalism; 8 years in TV news, including 3 as news director. In present position 2½ years.	Full-time staff 1 clerk-secretary Part-time staff 4 high school news bureau editors
LINCOLN, NEBR.	Administrative Assistant for Publications and Information	$15,450	Required: Master's degree in English, journalism, or school administration; experience as teacher and/or administrator; experience in PR and/or journalism. Incumbent has bachelor's degree in education (journalism, political science, and English); master's in journalism; coursework toward doctorate in education; certification as teacher and 4 years' teaching experience; 4 years in freelance PR and newspaper work. In present position 3 years.	Full-time staff 2 clerks, secretaries

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
WASHOE COUNTY, NEV. (Reno)	Administrative Aide, Education/ Information	$17,928	Requirements not reported. Incumbent has master's degree in supervision and administration; certification as administrator and 14 years in other administrative positions; 25 years' teaching experience. In present position 6 years (was a part-time position for 3 years).	Full-time staff 1 clerk-secretary
GREENSBORO, N. C., city schools	Director of Public Information and Publications	$15,515	No formal requirements. Incumbent has bachelor's degree in business administration; courses toward master's in educational administration; 13 years in newspaper and broadcasting work; 12 years in business administration; 3 years' part-time college teaching. In present position 2 years.	Full-time staff 1 assistant director
PARMA, OHIO	Director of Public Information	$13,000	Required: Bachelor's degree or higher (preferably in education and/or journalism); some full-time experience in publications or PR work; knowledge or experience in art or layout design. Incumbent has B.S. in industrial journalism; M.B.A. in economics and finance; administrative certification; 4½ years in advertising and internal communications with two major industries; some college teaching. First year in present position.	Full-time staff 1 clerk-secretary Part-time staff 3 clerks, secretaries (80%)
YOUNGSTOWN, OHIO	Supervisor of School-Community Relations	$15,441 (10 month contract)	No formal requirements. Incumbent has bachelor's degree in English, journalism, and psychology; master's in education; 5 years' teaching experience; administrative certification and 10 years' school administrative experience; experience in merchandising. In present position 11 years.	Full-time staff 1 clerk-secretary
COLUMBIA, S. C.	Public Information Director	$6,612	No formal requirements. Incumbent has bachelor's degree in journalism; 5 years' newspaper reporting experience; 1 year part-time as college instructor of journalism. In present position 10 years.	Full-time staff 1 clerk-secretary
CHATTANOOGA, TENN., city schools	Director, Office of Public Information	$13,000	Required: Experience as teacher and/or administrator; experience in PR and/or journalism. Incumbent has bachelor's degree in business administration; coursework toward master's in administration; teaching certificate and 15 years' teaching experience; 1 year school administrative experience; background in radio. In present position 1½ years.	Full-time staff 1 secretary
HAMILTON COUNTY, TENN., excluding Chattanooga city schools (P.O., Chattanooga)	Director of Public Relations	$10,000 + travel & convention expenses	Requirements not reported. Incumbent has bachelor's degree in science; master's in school administration; certification as teacher, supervisor, and administrator; 9 years' teaching and 21 years' school administrative experience. In present position 2 years.	Part-time staff 1 secretary
SHELBY COUNTY, TENN., excluding Memphis city schools (P.O., Memphis)	Director of Public Relations	$14,664	No formal requirements. Incumbent has bachelor's degree in zoology; master's in administration and supervision; certification as teacher and administrator; 22 years' teaching and 7 years' school administrative experience. In present position 4 years.	Full-time staff 1 clerk-secretary Part-time staff 1 one-fourth time clerk-secretary

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
			STRATUM 3 SCHOOL SYSTEMS (Continued)	
CORPUS CHRISTI, TEXAS	Coordinator of Public Information and Communication	$10,800	Desirable qualifications: bachelor's degree in liberal arts, business, or education (prefer master's and teaching certificate); classroom and managerial experience; knowledge of and ability to use standard office machines, photographic and printing equipment. Incumbent has master's and doctorate in education; 7 years' experience in journalism, advertising, and PR; 7 years' experience programming for TV, radio, and cable TV; Dale Carnegie graduate, lay preacher, photographer, active in civic affairs. First year in present position.	Full-time staff 1 writer, editor 1 clerk-secretary
NORTH EAST SCHOOL DISTRICT, TEXAS (San Antonio)	Director of Information Services	$10,875	Required: Bachelor's degree with considerable strength in journalism, communications, and education; experience-related work with news media and/or PR; prefer background in public school work. Incumbent has bachelor's degree in journalism; certification as teacher; 5 years' experience in newspaper reporting and editing; ½ year in PR work with utility company; experience in offset press makeup and layout. In present position 2½ years.	Part-time staff 1 half-time clerk
RICHARDSON, TEXAS	Public Information Assistant	$10,154	Required: Master's degree; certification; 3 years' experience in public schools or comparable background. Incumbent has bachelor's degree in journalism; master's in educational supervision; certification as teacher and supervisor; 8 years' teaching experience (PR/journalism); 7 years in newspaper reporting, advertising layout and sales. In present position 3 years.	Full-time staff 1 clerk-secretary
SPRING BRANCH SCHOOL DISTRICT, TEXAS (Houston)	Coordinator of Information Services	$11,000 (11-month contract)	No formal requirements. Incumbent has bachelor's degree in social sciences; certification as teacher and 9 years' teaching experience. In present position 1 year.	Part-time staff 1 student assistant (12 hours weekly)
ARLINGTON COUNTY, VA. (Arlington)	Administrative Aide for Public Information	$12,300	Desirable qualifications: Degree in journalism (experience in PR and writing given consideration as equivalence); knowledge of newspaper or magazine layout. Incumbent has bachelor's degree in history; graduate courses in law and business; 3 years' experience as legislative assistant. In present position 1 year.	Full-time staff 1 clerk-secretary
CHESTERFIELD COUNTY, VA. (Chesterfield)	School-Community Coordinator	$14,206	No formal requirements. Incumbent has bachelor's degree in French; M.S. in education; certification as teacher and counselor and 25 years' experience as teacher and counselor; 2 years' school administrative experience. In present position 4 years.	Full-time staff 1 clerk-secretary
HAMPTON, VA.	Coordinator of Instructional Information	$7,400 (10-month contract)	No formal requirements. Incumbent has bachelor's and master's degrees in English; certification as teacher and ½ year teaching experience; 2 years in newspaper reporting. In present position 1 year.	Full-time staff 1 writer, editor
PRINCE WILLIAM COUNTY, VA. (Manassas)	Director of School-Community Relations	$20,460	No formal requirements. Incumbent has doctorate in educational administration; certification as teacher, supervisor, and administrator; 15 years' teaching and 4 years' school administrative experience. In present position 2 years.	Full-time staff 1 clerk-secretary

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
RICHMOND, VA.	Director of Public Information	$14,506	No formal requirements. Incumbent has bachelor's degree in English; master's in educational administration; teaching certification and 1 year full-time and 5 years' part-time teaching experience; 13 years' experience in newspaper work, primarily as education editor. In present position 1½ years.	Full-time staff 1 clerk-secretary
HIGHLINE SCHOOL DISTRICT, WASH. (Seattle)	Administrative Assistant for Information Services	$16,500	No formal requirements. Incumbent has bachelor's degree in journalism; master's in communications; teaching certification and 13 years' teaching and 3 years' school administrative experience; 17 years in PR work in industry; 3 years in PR work for college. First year in present position.	Full-time staff 4 printers Part-time staff 1 half-time writer, editor 1 half-time clerk-secretary 1 artist (20%) 1 photographer (20%)
TACOMA, WASH.	Director of Publications	$21,293 (225-day contract)	No formal requirements. Incumbent has bachelor's degrees in English and education; M.A. in education; coursework toward doctorate; certification as teacher and administrator; 10 years' teaching experience; 5 years' part-time as newspaper reporter-photographer. In present position 12 years.	Full-time staff 1 writer, editor 1 clerk-secretary Part-time staff 1 clerk-secretary (90%)
RACINE, WIS.	Administrative Assistant, School-Community Relations	$16,750	Required: Master's degree; 3 years' teaching and PR and/or journalistic experience. Incumbent has doctorate in education; teaching certification and 7 years' teaching experience. In present position 2 years.	Full-time staff 1 writer, editor
SMALLER SYSTEMS--ENROLLMENT UNDER 25,000 (25 Systems)				
BEVERLY HILLS, CALIF.	Supervisor of Information	$21,296 (10-month contract)	Required: Degree in journalism, PR, school communications, or related fields; training in newspaper or magazine work, printing, photography, layout, and related subjects; experience in public information. Preferred: Teaching experience; supervisory credentials; master's in communications or equivalent; experience in directing school information program in suburban, medium, or large district. Incumbent has bachelor's degree in journalism; master's; 48 units in secondary education; teaching certificate and 6 years' teaching experience; 4 years' newspaper experience; 1 year as radio news writer. In present position 6 years (some of which was on part-time basis).	Full-time staff 1 clerk-secretary
MONTEREY PENINSULA SCHOOL DISTRICT, CALIF. (Monterey)	Communications Specialist	$8,160	Desirable qualifications: A.B. or equivalent degree with courses in communication techniques; 1 year's experience in writing or communication work OR 2 or more years of college with courses in communications and 2 years' experience--one in communication and 1 in related field or supervisory work; OR high school diploma with emphasis in English and humanities and 5 years' experience--one year in communications and rest in related work with supervisory responsibilities. Incumbent has 2 years' experience in U.S. government information work; newspaper, radio, TV experience; experience as editorial consultant, office manager, and welfare worker. In present position 23 years.	Part-time staff 1 high school student (1 hour a day) 1 high school student (15 hours a week)

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activity	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
SMALLER SCHOOL SYSTEMS (Continued)				
PALO ALTO, CALIF.	Assistant to the Superintendent, Information Services	$22,680	Required: Master's degree (doctorate preferred) with specific preparation in school administration and communication services; PR experience desirable; knowledge of publication technicalities and timing. Preferred: 10 years' experience in education (some business experience desirable); 5 years' administrative or supervisory responsibilities at all school levels highly desirable. Incumbent has bachelor's and master's degrees in education; certification as teacher and administrator; 4 years' teaching and 9 years' school administrative experience. In present position 1½ years.	Full-time staff 1 secretary Part-time staff 1 writer, editor (40%)
SANTA BARBARA, CALIF.	Coordinator, School-Community Relations	$14,500 (10-month contract)	Required: California administrative or supervisory credential; strong background of successful teaching experience; comprehensive knowledge of English, library science; education, psychology, communications, and graphic arts; training and experience in educational research, curriculum development, and educational reporting; proven skills as speaker and writer in education. Incumbent has bachelor's and master's degrees in education; teaching and supervisory certification; 9 years' teaching experience. In present position 5 years.	Part-time staff 1 clerk-secretary (4 hours a day)
SANTA MONICA, CALIF.	Supervisor of Communications	$15,000 to 20,000 (10-month contract)	Requirements not reported. Incumbent has bachelor's degree in journalism; master's in political science; doctorate in education; certification as teacher and administrator; 15 years' teaching experience; some experience in newspaper work. In present position 22 years.	Full-time staff 1 writer, editor 1 radio specialist 1 clerk-secretary
TAMALPAIS UNION HIGH SCHOOL DISTRICT, CALIF. (Larkspur)	Administrative Assistant in School Relations	$20,985	No formal requirements. Incumbent has bachelor's degree in English/history; master's in education; certification as teacher and administrator; 8 years' teaching experience; 4 years in newspaper work; 5 years part-time in school PR. In present position 12 years.	Full-time staff 1 clerk-secretary
AURORA, COLO.	Community Relations Coordinator	$15,000	Required: Bachelor's degree with specialization in journalism, radio-TV, mass communication, graphic arts, and related fields; 5-10 years' professional experience + 2 years as PR director or department head. Incumbent has bachelor's degree in journalism; 12 years' PR work with public utility, trade association, state government, and college; 4 years' school administrative experience. In present position 1 year.	Full-time staff 1 clerk-secretary
NEW HAVEN, CONN.	Public Information Officer	$16,000	Required: Recent work in PR; experience in news reporting, editing, or related work; familiarity with techniques and methods of all media of communication; familiarity with problems of urban education. Incumbent has bachelor's in English; master's in urban studies; certification as teacher and 9 years' teaching experience; 3 years' experience coordinating volunteer program (published newsletter, ran recruiting campaign, wrote programs). First year in present position.	Part-time staff 1 half-time secretary

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
SMALLER SCHOOL SYSTEMS (Continued)				
BOISE, IDAHO	Public Information Consultant	$9,000	Requirements not reported. Incumbent has bachelor's degree in social science; 2 years' secretarial experience. In present position 1½ years.	Part-time staff 1 half-time secretary
DECATUR, ILL.	Administrative Assistant	$18,000	Required: Master's degree (additional coursework desirable); general background and experience in school administration. Incumbent has bachelor's degree in sociology and master's in education; certification as teacher and administrator; 10 years' teaching experience; owned own business for 3 years. In present position 1½ years.	Full-time staff 1 clerk-secretary
NILES TOWNSHIP HIGH SCHOOL DISTRICT, ILL. (Skokie)	Director of School-Community Relations	$18,505	No formal requirements. Incumbent has bachelor's degree in English; master's in English/education; certification as teacher and supervisor; 3½ years' teaching experience; 2½ years in school PR work. In present position 1½ years.	Full-time staff 1 clerk-secretary Part-time staff 1 clerk-secretary (30%) 3 high school teachers (1 hour per day)
WASHINGTON COUNTY, MD. (Hagerstown)	Director of Public Information	$12,303	No formal requirements. Incumbent has bachelor's and master's degrees in English; coursework toward doctorate in curriculum and technology; certification as teacher, supervisor, and administrator; 11 years' teaching and 7 years' school administrative experience. In present position 2 years.	Full-time staff 1 clerk-secretary
BIRMINGHAM, MICH.	Director of Information Services	$20,800	Required: Master's degree in public school administration (coursework in PR and communications desirable); 10 years in education, including 5 in administration; experience in communication skills, research design, and writing; ability to speak before groups. Incumbent has bachelor's and master's degrees in speech (radio, oral interpretation); certification as teacher and 5 years' teaching experience; 8 years in school PR in another system; experience as director of instructional materials, as program manager of educational radio station, and in sales follow-up. In present position 2 years.	Full-time staff 3 clerks, secretaries
SAGINAW, MICH.	Director, School-Community Relations	$16,154 + $740 for expenses	Required: Bachelor's degree in communications; 3 years' experience with public news media in a professional capacity; experience in writing for public consumption and in public speaking. Preferred: background in education; involvement in public service efforts; involvement in more than one media. Incumbent has bachelor's degree in communication arts; 8 years in commercial TV; experience in radio and newspapers. In present position 4½ years.	Full-time staff 1 clerk-secretary
RITENOUR SCHOOL DISTRICT, MO. (Overland)	Director of Public Relations	$9,040 (10-month contract)	No formal requirements. Incumbent has B.S. in education (English/journalism); teaching certificate and 3 years' experience as substitute teacher; 3 summers as editor of community newspaper. In present position 5 years.	Full-time staff 1 clerk-secretary
CANTON, OHIO	Director of Communications and Publications	$9,108	No formal requirements. Incumbent has bachelor's degree in speech and theater; certification as teacher and ½-year teaching experience; work with O.E.O. as community organizer and director of youth programs. First year in present position.	Part-time staff 1 half-time clerk-secretary

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
SMALLER SCHOOL SYSTEMS (Continued)				
SOUTH-WESTERN (FRANKLIN) SCHOOL DISTRICT, OHIO (Grove City)	Director of Community Relations	$16,000	No formal requirements. Incumbent has bachelor's degree in elementary education; master's in educational administration; certification as teacher and administrator; 4 years' teaching and 8 years' school administrative experience; 4 years as publications editor for U.S. Army; 2 years as artist/editor of fraternal magazines. In present position 11 years.	Full-time staff 1 clerk-secretary
BEAVERTON, OREG.	Director of Public Information	$15,350	No formal requirements. Incumbent has bachelor's degree in education; certification as teacher and 14 years' teaching experience. In present position 6 years (some of which was on part-time basis).	Part-time staff 1 half-time clerk-secretary
ALTOONA, PA.	Public Relations Specialist	$10,700	No formal requirements. Incumbent has bachelor's degree in education (English, social studies); master's in history; additional courses in educational communications; certification as teacher and 4 years' teaching experience; 20 years in PR work for military; 8 years in radio; 8 years in retail advertising. In present position 5 years (full-time since 1967-68).	No staff
ECTOR COUNTY, TEXAS (Odessa)	Public Information Supervisor	$12,433 (11-month contract)	No formal requirements. Incumbent has bachelor's degree in English, education, journalism; master's in education; certification as counselor and 1 year's experience; 1 year in college PR work. In present position 20 years.	Part-time staff 1 half-time clerk-secretary
PORT ARTHUR, TEXAS	Director of Public Relations and Administrative Assistant	$15,000	No formal requirements. Incumbent has bachelor's degree in education and English; master's in social science and administration; certification as teacher and administrator; 14 years' teaching and 14 years' school administrative experience. In present position 14 years.	Full-time staff 1 clerk-secretary Part-time staff 1 half-time clerk-secretary
ALEXANDRIA, VA.	Public Information Officer	$10,004	No formal requirements. Incumbent has bachelor's degree in philosophy; 30 graduate hours in law; teaching certificate and 1½ years' teaching experience; 1½ years as newspaper reporter. First year in present position.	Part-time staff Use of secretarial pool as needed.
BELLEVUE, WASH.	Public Information Director	$15,560	Required: Bachelor's degree and journalism background. Incumbent has bachelor's and 5th-year degree in social studies; teaching certificate and 5 years' teaching experience; 2 years' experience in mortgage banking; congressional and political assignments for many summers. In present position 4 years.	Full-time staff 1 writer, editor 1 clerk-secretary
SHORELINE SCHOOL DISTRICT, WASH. (Seattle)	Director, Public Information Services and Publications	$20,089 + $720 for expenses	No formal requirements. Incumbent has bachelor's, master's and coursework for doctorate in education; certification as teacher and administrator; 26½ years' teaching experience; experience in operating a business and in production control. In present position 13 years.	Full-time staff 1 clerk-secretary Part-time staff 1 photographer

THE FULL-TIME DIRECTOR OF PR (Continued)

School system	Title of person with responsibility for PR activities	1970-71 salary	Qualifications	Size of PR staff, excluding director
1	2	3	4	5
SMALLER SCHOOL SYSTEMS (Continued)				
GREEN BAY, WIS.	Director of Public Information	$14,686 (10-month contract)	Required: Bachelor's degree with major emphasis in journalism. Preferred: Study in communications, including PR, journalism, speech, marketing, advertising, graphic arts, radio, TV, and writing; study in at least two of the areas of behavioral sciences, education, or related disciplines; PR experience; experience in mass communications with news, editorial, or program responsibilities. Incumbent has bachelor's and master's degrees in journalism; experience in newspaper editorial and advertising staff writing and editing; experience in news, continuity, and production departments of radio station. In present position 18 years.	Full-time staff 1 clerk-secretary

SOME COMPARATIVE STATISTICS, 1967 AND 1971 SURVEYS

	1967	1971
NUMBER OF SYSTEMS REPORTING	198 (100.0%)	208 (100.0%)
With full-time directors	119 (60.1%)	138 (66.4%)
With part-time directors	35 (17.7%)	34 (16.3%)
With other arrangements	44 (22.2%)	36 (17.3%)
TERMS USED IN TITLES OF FULL-TIME DIRECTORS	1967 (119 full-time directors)	1971 (138 full-time directors)
"Information"	61 (51.3%)	74 (53.6%)
"Community (or School-Community) Relations"	27 (22.7%)	31 (22.5%)
"Communications"	5 (4.2%)	15 (10.9%)
ADMINISTRATIVE POSITIONS OF FULL-TIME DIRECTORS		
Assistant superintendent	7 (5.9%)	3 (2.2%)
Director	53 (44.5%)	71 (51.4%)
Administrative assistant	22 (18.5%)	19 (13.8%)
Coordinator	13 (10.9%)	15 (10.9%)
Specialist	6 (5.1%)	8 (5.8%)
Supervisor	8 (6.7%)	6 (4.3%)
Consultant	3 (2.5%)	3 (2.2%)
Other	7 (5.9%)	13 (9.4%)

SALARIES OF FULL-TIME DIRECTORS	1967	1971	Increase
Range, all full-time directors			
High	$24,000	$37,000	$13,000
Low	5,200	6,612	1,412
Median	12,478	15,839	3,361
Average salary, by position			
Assistant superintendents	$18,661	$32,133	$13,472
Administrative assistants	13,443	18,481	5,038
Directors	12,509	16,458	3,949
Coordinators	10,290	13,786	3,496
Consultants	10,659	13,767	3,108
Supervisors	13,241	16,798	3,557
Specialists	9,709	13,532	3,823

SAMPLE JOB DESCRIPTIONS OF FULL-TIME PUBLIC RELATIONS DIRECTORS

ADMINISTRATIVE ASSISTANT IN SCHOOL RELATIONS
Tamalpais Union High School District, Larkspur, California

Objective and Scope

School relations is concerned with effective dissemination of information, within and outside the schools, and with maintaining effective working relationships with the diverse publics, among the staffs, and with other educational and professional agencies. The division is responsible for planning, effecting, and assessing such an operation, utilizing the many tools of media and techniques available.

Job Description

The Administrative Assistant in School Relations shall be directly responsible to the district superintendent in the execution of the duties of his office. He shall be paid a salary to be agreed upon by him and the board of trustees, the amount to be included in his contract.

He shall be allowed one month vacation with pay each year, at a time mutually agreed upon by him and the superintendent.

His duties shall include the following:

a. Responsibility for the district's entire public information program, working with all news media and with student news bureaus, and in cooperation with journalism teachers and principals, to make news dissemination in the schools a learning experience.

b. Responsibility for actual production of, and/or advisory capacity to such production, of district publications, including staff newspapers, parent news letter, annual and financial reports, recruitment brochures, special bulletins, school newspapers and yearbooks, curriculum bulletins and reports, evening and summer school brochures, handbooks, and other publications as may be needed.

c. Responsibility for working with the community through citizen committees, providing speakers' service, handling oral and written inquiries, and general relations with individuals, groups, and segments of the community in their relations with the district.

d. Responsibility for tax and bond campaigns, working with citizens, trustees, and staff, before, during, and after fiscal elections.

e. Responsibility for relations with universities, colleges, and other school districts in professional exchange, cooperative projects, graduate follow-up studies, informational exchange, and other matters of such relations, either directly or in cooperation with other district personnel or divisions.

f. Responsibility for similar relations with agencies or groups from industry, business, unions, other professions, foreign exchange programs, and similar segments.

g. Responsibility, directly or as coordinator, for any group or individual seeking written, oral, or visual information about the district and its schools.

h. Responsibility for any duties in the field of school-community relations and/or any special duties assigned by the superintendent.

ASSISTANT TO THE SUPERINTENDENT, INFORMATION SERVICES
Palo Alto, California

Board Policy

There shall be a position of Assistant to the Superintendent, Information Services. The Assistant to the Superintendent shall be a 12-month employee. The responsibilities of this position include the primary function of providing services in the district's efforts to achieve an effective educational public relations program through work within the school system, within the community, and in those areas where school and community meet.

Administrative Procedure

Major Responsibilities:

1. Communication planning
2. Superintendent-school staff-community liaison
3. General district publications
4. Visitor arrangements
5. Contests and drives
6. Community use of school facilities
7. Such other responsibilities as assigned by the Superintendent

Illustrations of Key Duties:

1. Communication planning:
   a. Assists the Superintendent in the organization and administration of internal and external communication programs.

   b. Responds appropriately to all staff, community, and out-of-district requests for information and communication services.

   c. Assists any staff member, parent, citizen, or visitor in expediting inter-, intra-, or extra-district communication.

   d. Structures a systematic, but adaptable plan for defining, evaluating, and meeting the information needs of the district's various publics.

2. Superintendent-school staff-community liaison:
   a. Represents the Superintendent, at his direction, on community group committees and/or meetings.

   b. Maintains effective communication channels with school staff representatives.

3. General district publications:
   a. Assumes full responsibility for the publication and distribution of a staff bulletin, a weekly district meeting schedule, an annual district calendar, an annually revised District Information Guide, and any other district originated publications as directed by the Superintendent.

4. Visitor arrangements:
   a. Receives all requests for visits to the district.

   b. Establishes schedules related to expressed interests of visitors and coordinated with staff availability.

5. Contests and drives:
   a. Chairs the Superintendent's committee to draw up the annual list of recommended contests and drives.

   b. Receives applications for the basic list of contests and drives.

   c. Coordinates the district's participation in contests and drives.

   d. Authorizes advertising or solicitation in the schools when it is judged to have educational value and to be related directly to school instruction.

6. Community use of school facilities:
   a. Coordinates and interprets policies and procedures concerning community use of school facilities.

7. Such other responsibilities as assigned by the Superintendent.

Qualifications:

1. Education:
   a. Master's degree required; doctor's degree desirable.

   b. Specific preparation in school administration and communication services required; experience in public relations desirable.

2. Skills, knowledges, abilities:
   a. Skill in human relations.

   b. Ability to handle a multitude and variety of tasks efficiently.

   c. Ability to put ideas into form for communication through various media.

   d. Knowledge of publication technicalities and timing.

   e. Skillful in creating and crystallizing ideas in response to expressed needs of various district personnel and departments.

3. Experience priorities:
   a. Ten years of successful experience in education (some business experience desirable).

   b. Five years of administrative or supervisory responsibilities in school systems (knowledge of, and experience in, elementary, junior, and senior high school levels) highly desirable for the "overview" needed to work most effectively on a Central Staff and as the Assistant to the Superintendent.

Organizational Relationship:

Staff position: Reports to, and is accountable to, the Superintendent of schools.

ASSISTANT TO THE SUPERINTENDENT--COMMUNICATIONS
Dallas, Texas

I. Basic Functions:

To plan, develop, implement, and evaluate an aggressive and positive program of internal and external communications.

II. Reporting Relationships:

Reports directly to: General Superintendent

Also reports to or works with:	In areas or activities of:
Associate and Assistant Superintendents	Communications Management

Persons directly responsible for:	In area or activities of:
Communications specialists Research Assistant	Communications program

Persons also responsible for:	In areas or activities of:
Photographer Communications interns Skyline Communications Supervisor	Photographic services Assigned areas Coordination of Skyline Communications

III. Duties and Responsibilities:

(A) Develop and maintain news media relations, including:

(1) Handling inquiries and serving as official district spokesman when the General Superintendent is not available.

(2) Developing and distributing news releases.

(3) Assisting reporters during board meetings and other official functions.

(4) Arranging and conducting timely news conferences.

(B) Meet daily with the General Superintendent to discuss district problems, progress, and plans; review news coverage; and plan news release activities.

(C) Furnish information pertaining to the district to outside individuals and organizations in the form of publications and surveys.

(D) Provide school management with continual feedback from various audiences, and participate in management decision making.

(E) Provide a continuous program of communication to the district's many publics through regular newsletters and broadcast programming.

(F) Maintain an on-going evaluation of communication activities.

RESPONSIBILITIES OF SCHOOL PUBLICATIONS DEPARTMENT
Tucson, Arizona

1. Send news releases to all daily and weekly newspapers, radio and TV.

2. Arrange for photos and feature stories for newspapers and other publications, radio, and TV.

3. Publish Tucson Public Schools News, issued monthly during school year, (approximately 47,000 per issue in 1970-71); distributed to all school employees; all elementary and junior high school students to take home; all doctors' offices; barber shops; beauty shops; and a mailing list of school districts, libraries, and individual citizens who have requested that the paper be sent to them, many on an exchange basis. Some editions, such as bond issue information, are distributed to all high school students and parents.

4. Help other departments, administrators, and schools with their publications.

5. Keep complete files on all education news, history, and facts concerning Tucson Schools, photographs, etc. (information used extensively by many university students, teachers enrolled in summer courses, high school students, and others).

6. Send advance stories on school board meeting agendas and resume of each meeting to parent-teacher group representatives appointed to attend board meetings.

7. Compile and keep updated book covering high school scholarships and honors, recipients, dates, etc.; used by editors for editorials, mayor, governor, and others for speeches and reports.

8. Work with citizens committees.

9. Provide year round source of information, as well as for special events such as bond elections.

10. Fill out surveys and questionnaires for national and state organizations and publications compiling school district studies.

11. Proof-read school publications.

12. Publish "Welcome to Tucson Schools" pamphlet each fall for distribution to pupils and parents. Also sent to those who write to Tucson Schools or Tucson Chamber of Commerce requesting general information about schools.

13. Keep "School Board Report" up to date.

14. Attend state and local education workshops and conferences. Participate in National School Public Relations Association meetings.

15. Serve on staff committees such as those planning and publicizing Primary Orientation for next year's first grade pupils and their parents; new teacher orientation; American Education Week, Public Schools Week; music and art events.

16. Compile budget study information for public hearings.

17. Prepare display of school items in local papers for Education Center bulletin board.

18. Publish "Update," a curriculum innovation publication, distributed to all teachers and administrators quarterly.

19. Prepare "Green Sheet" weekly bulletin to principals, teachers, department heads, and all school personnel.

DIRECTOR OF SCHOOL-COMMUNITY RELATIONS
Des Moines, Iowa

WORKING RELATIONSHIPS:

Reports to:	Superintendent
Receives guidance from:	Superintendent All central office administrators
Provides direction and supervision to:	Members of School-Community Relations Staff, secretarial and clerical aids
Provides counsel to:	Superintendent All central office administrators Building administrators

SPECIAL CHARACTERISTICS OF THE POSITION:

Required experience or training:

Bachelor's degree; at least five years' experience in public relations and related areas.

Desired experience or training:

Master's degree in school administration or at least three years' experience in educational administration.

Special requirements of the position:

Should possess administrative and leadership potential; strong writing and public speaking capabilities; ability to take direction and work well with all levels of school personnel and community leaders. A basic knowledge of the philosophies of education is vital. The ability to identify information which is of general interest to the public, as well as beneficial to the school district, is essential.

TYPES OF ACTIVITIES PERFORMED FREQUENTLY:

Collecting and analyzing data and preparing reports and news releases; meeting with representatives of news media; advising others who periodically prepare materials for general distribution; attending meetings of school personnel to be knowledgeable about subjects which may be of general interest to the public.

BASIC FUNCTION:

Assists the superintendent in preparing materials for speeches, reports, and bulletins.

Prepares news releases, communicates with news media personnel on a regular basis, and keeps them informed about school activities and events which are of general public interest and are beneficial to the district.

Serves as liaison between all school district personnel and the news media.

Advises committees and individuals about news materials which should be considered for publication.

Supervises the printing of communications from central office personnel of a public relations nature.

Prepares internal publications upon request of the superintendent.

Attends meetings of the board of education and committees upon request of the superintendent, and assists news media personnel.

Advises, upon request, central office personnel, principals, and individual teachers about projects and displays.

Performs other functions pertaining to public information programs, upon assignment by the superintendent.

PART B: SCHOOL SYSTEMS WITHOUT FULL-TIME PUBLIC RELATIONS DIRECTORS

Among the 70 systems which returned Form II, indicating that they do not employ an individual who spends full-time on public relations activities, are 34 systems which have assigned all of these responsibilities to one individual in addition to his responsibilities in another area. The remaining 36 school systems reported a number of other arrangements for handling the public information functions, including dividing these responsibilities among several individuals who also have other administrative duties. Summaries of the individual responses from each of the 70 school systems begin on page 43.

Status of the Part-Time PR Director

As was mentioned in Part A of this Circular, 27 systems which had part-time public relations directors in 1967 now have assigned a person full-time to handle these activities, but 13 of the systems with full-time PR directors in 1967 have since found it necessary to make public relations a part-time job.

Among the 34 part-time directors reported in this study, the greatest percentage are administrative assistants to the superintendent; 14 or 41.2 percent have this title. The next largest group, six or 17.6 percent, are assistant superintendents. Directors and coordinators each represent 14.7 percent of the 34 respondents in this category. The remaining 11.8 percent have various other titles. Unlike several individuals in the 1967 study who combined PR duties with classroom teaching, all of the 34 respondents in 1971 are central office administrators. All but two, who report to the Deputy Superintendent and the Assistant Superintendent for Personnel, respectively, report directly to the Superintendent with respect to PR responsibilities.

The average proportion of time devoted to public relations activities, as reported by 32 of the part-time directors, is 35 percent. Only three of these part-time directors spend more than 50 percent of their time in this area. The actual percentages reported range from 10 to 80 percent.

The salaries of these 34 individuals range from a high of $26,500 paid to an assistant superintendent to $11,300 for an administrative assistant.

Although Form II did not ask for personal information regarding part-time directors, it is possible to ascertain that only two (5.9 percent) of the 34 part-time directors are women, as opposed to 20.4 percent among full-time directors.

Duties of Part-Time PR Directors

Form II included an abbreviated list of responsibilities which might be assigned to an individual who spends only a portion of his time on public relations activities. As in Form I, respondents were requested to indicate whether each duty listed was a major responsibility, a minor responsibility, or not one of his responsibilities. The percentages of the 33 directors who indicated a degree of responsibility for each duty listed is tabulated in Table H, on page 41. Not one of the duties listed was checked as major by even 50 percent of the respondents. The first three duties listed--press releases; press, radio, and TV contacts; and community newsletter or publications--were also the three checked most often as major responsibilities in 1967. As with full-time directors, a much smaller percentage in 1971 see election and bond referenda campaigns as a major responsibility than did in 1967 (24 percent as compared with 44 percent in 1967).

In 1967, the largest percentage which checked any duty as not a responsibility was 36 percent (on the superintendent's annual report). In the latest survey six items were checked "not a responsibility" by more than 36 percent of the part-time respondents.

Like the 1971 Form I questionnaire, Form II contained a list of possible relationships the

part-time PR director could maintain regarding the public relations activities of principals. The percentage checking each statement as descriptive of his function with respect to PR concerns of building principals is reported below:

	Percent reporting
Solicits news items on regular basis	90%
Encourages them to develop PR stories and pictures as they see fit	87%
Provides consultant services as requested	87%
Has them refer all PR matters directly to him	37%
Helps prepare school staff bulletin	27%
Conducts inservice PR training for them	17%
Holds regular PR briefings for them	13%

The above data, when compared with Table G on page 11, shows that a larger percentage of part-time directors than full-time directors regularly contact principals for newsworthy items, but a smaller percentage provide the help principals would need in developing their own PR programs (inservice training and regular briefings). None of the part-time directors, however, indicated that he has no direct contact with principals until a crisis situation exists.

Other Arrangements for Handling Public Relations Activities

The "other arrangements" reported by 36 systems in the survey range from a "division of labor" arrangement in which many of the public relations responsibilities listed in Tables F

Table H

SUMMARY: RESPONSIBILITIES OF 33 PART-TIME PR DIRECTORS, 1970-71

Public relations functions	Percent of part-time PR directors responding		
	MAJOR responsibility of PR director	MINOR responsibility of PR director	NOT a responsibility of PR director
Press, radio, and TV contacts	48.5%	48.5%	3.0%
Writing press releases	48.5	42.4	9.1
Community newsletter or publications	45.5	39.4	15.1
Staff newsletter or publications	45.5	39.4	15.1
School contact with community, civic, or service groups	33.3	54.6	12.1
Handling of citizen inquiries and complaints	30.3	57.6	12.1
Election and bond referenda campaigns	24.3	54.5	21.2
Superintendent's annual report	18.2	21.2	60.6
Special projects (e.g. American Education Week)	12.1	63.6	24.3
Editorial and/or production services for central office staff	9.1	39.4	51.5
Dissemination of information on federal projects	6.1	54.5	39.4
Speakers bureau	6.1	54.5	39.4
Writing speeches, reports, etc. for central office staff	3.0	57.6	39.4
Preparation of audiovisuals for PR projects	...	33.3	66.7

and H are specifically assigned to individual central office administrators, to situations in which there are no elements of a formal public relations program. In the latter situations, either the superintendent handles relations with the press as needed, or all administrators are free to handle, as they see fit, any public relations activity relating to their specialities.

Budgets for Public Relations in Systems without a Full-Time PR Director

As might be expected, only four systems with part-time directors and two systems with "other arrangements" have a budget item earmarked for public information activities. Most of the other systems without full-time PR directors draw funds from printing and administration budgets.

PR Publications of Systems Without Full-Time PR Directors

All respondents on Form II were also asked to indicate whether their school system publishes a staff and/or community newsletter. Twenty-six of the part-time directors and 25 of the systems with "other arrangements" responded to the question as follows:

	Systems with part-time directors	Systems with other arrangements
Community newsletter	46.2%	20.0%
Staff newsletter	65.4%	44.0%
Same newsletter for both	7.7%	...

Additionally, 46 percent of the part-time directors said their school systems have adopted public relations guidelines or board policies, and 36 percent of the responding systems without either full- or part-time directors have a PR policy or guidelines.

THE ADMINISTRATION OF PUBLIC RELATIONS ACTIVITIES IN 70 SCHOOL SYSTEMS WITHOUT FULL-TIME PR DIRECTORS

STRATUM 1 - ENROLLMENT 100,000 OR MORE (4 SYSTEMS)

BROWARD COUNTY, FLA. (Ft. Lauderdale) — The staff member in charge of public relations recently resigned. Public relations and communications with the community are being handled primarily by the superintendent with the assistance of various staff members.

* * *

INDIANAPOLIS, IND. — The Administrative Assistant to the Superintendent now handles most public relations activities and spends about one-third of his time in this area. The staff bulletin is prepared by the Curriculum Division. Previously, the Administrative Assistant's title carried the designation of School-Community Relations and he spent full-time in this area. Negotiation and general administrative duties for the superintendent now occupy a major portion of his time.

* * *

BALTIMORE, MD. — The PR function of the Baltimore City schools is handled primarily by the Division of Publications and Public Information. Under the guidance of the Division Director, the Public Information Assistant (who reports directly to the Superintendent) handles press releases, press, radio and TV contacts, and the like. The Publications section, staffed by a supervisor and two writers, handles staff newsletters, community newsletters, etc. The Division of Publications and Public Information offers editorial and production services for teacher recruitment materials, special projects, etc. The Director of Publications and Public Information is also assigned the Instructional Materials Center, where photographic services, preparation of AV materials, PR projects, and graphic and printing services are performed. The Director of the Community Relations Division handles assessment of public attitudes and opinions, school contact with the community, as well as civic and service groups. Due to a change in the superintendency and in his staff, a new approach toward a total PR effort is being developed.

* * *

BALTIMORE COUNTY, MD. (Towson) — The public relations functions are divided among the Assistant Superintendent in Staff and Community Relations and two members of his staff. The Assistant Superintendent has general supervision of press relations, publications, radio and TV, and specific responsibility for production of film strips, transparencies, tapes, etc. The Specialist in Educational Information handles press relations, preparation of staff and community newsletters, and coordination of school bond campaigns. The Assistant in Educational Information produces TV shows on commercial and educational channels, and radio and TV spots.

STRATUM 2 - ENROLLMENT 50,000 - 99,999 (11 SYSTEMS)

JEFFERSON COUNTY, ALA., excluding Birmingham city schools (P.O., Birmingham) — The public relations functions are divided between the Administrative Assistant, who handles budget information, and the Administrative Consultant, who edits the community newsletter.

* * *

FRESNO, CALIF. — Prior to 1970 the public relations program was one of the responsibilities of the Administrative Assistant to the Superintendent. When a new Administrative Assistant was appointed, the PR functions were assigned to the Director of Public Information and Coordinator of Business Education.

* * *

STRATUM 2 SCHOOL SYSTEMS (Continued)

CADDO PARISH, LA. (Shreveport)	The school system does not have a PR program. Superintendent approves release of information regarding school activities.
	* * *
EAST BATON ROUGE PARISH, LA. (Baton Rouge)	Directors or department heads are authorized to deal directly with the communications media. All prepared documents or news releases are cleared through the office of the Superintendent, who handles most of the public relations for the school board.
	* * *
ST. PAUL, MINN.	A new administrative organization is being formulated which will alter the organization for public relations functions. The Director of Publications, who handled PR functions in the past, is on sabbatical leave, and the interim program being carried out does not reflect the previous program or the one that will eventually be adopted.
	* * *
NEWARK, N. J.	The Coordinator of Community Relations handles all public relations functions and spends about 20 percent of his time in this area. He reports directly to the superintendent.
	* * *
CHARLOTTE-MECKLENBURG SCHOOL DISTRICT, N. C. (Charlotte)	The Assistant to the Superintendent handles all public relations activities and spends approximately 75 percent of his time in this area. He is also responsible for developing board policies and administrative regulations, and for handling staff relations.
	* * *
WINSTON-SALEM/FORSYTH COUNTY SCHOOL DISTRICT, N. C. (Winston-Salem)	The public relations functions are divided among several administrators. The Director of Curriculum Development prepares the monthly newsletter to school personnel. The Associate Superintendent for Administration works with special community committees on bond or tax elections. The Assistant Superintendent for Instruction prepares the superintendent's annual report to the community. The Superintendent works with the executive committee of the citizens' advisory council.
	* * *
AKRON, OHIO	The Executive Director of Administrative Affairs handles most public relations activities and spends approximately 30 percent of her time in this area. She also serves as administrative assistant to the Superintendent.
	* * *
CINCINNATI, OHIO	The public relations functions are divided among the Superintendent and three of his staff members. The Superintendent maintains contact with local community leaders, school leadership at local, state, and national levels, and political leaders on significant school problems and issues. The Director of Research, Statistics, and Information provides information about the schools to the community, other school systems, and government agencies. The Director of Budget provides information on finances. The Director of Educational Opportunity Services is the source of information on special programs in schools under categorical grants. Previously, the school system employed a Director of School-Community Relations, who spent full-time in the PR area.
	* * *

STRATUM 2 SCHOOL SYSTEMS (Continued)

AUSTIN, TEXAS	The Administrative Assistant to the Superintendent handles all public relations functions and spends about half of his time in this area. He is also responsible for internal office management, central office staff coordination, and board of education minutes, policies, and elections.

STRATUM 3 - ENROLLMENT 25,000-49,999 (38 SYSTEMS)

HUNTSVILLE, ALA., city schools	No one person is in charge of public relations functions. Special feature articles are carried by local radio, TV, and newspapers after interviews with the person directing a particular program; the director need not secure permission from anyone else. All administrative and policy announcements are made by the Superintendent and/or board of education.

* * *

ANAHEIM, CALIF.--Union High School District	The Media Consultant handles public relations activities and spends about 20 percent of his time on these functions. He reports to the Superintendent with respect to public relations activities.

* * *

FREMONT, CALIF.	The Director of Personnel/Publications handles all public relations activities and spends approximately 30 percent of his time on these functions. He reports to the Superintendent with respect to public relations functions.

* * *

HACIENDA-LA PUENTE SCHOOL DISTRICT, CALIF. (La Puente)	Director of Certificated Personnel handles all public relations activities and spends approximately 10 percent of his time on these functions. He reports to the Superintendent with respect to public relations functions.

* * *

MONTEBELLO, CALIF.	The Assistant Superintendent for Special Services handles all public relations activities and spends approximately 10 percent of his time on these functions.

* * *

NEWPORT-MESA SCHOOL DISTRICT, CALIF. (Newport Beach)	The Central Office Administrator handles all public relations activities and spends approximately 50 percent of his time on these functions.

* * *

NORWALK-LA MIRADA SCHOOL DISTRICT, CALIF. (Norwalk)	The Assistant to the Superintendent for Community Relations and Special Projects, handles all public relations activities and spends approximately 50 percent of his time on these functions. He reports directly to the Superintendent with respect to these activities.

* * *

ORANGE, CALIF.	No one person is employed to handle public relations activities. They are carried out by various staff members, as directed by the Superintendent.

* * *

RIVERSIDE, CALIF.	The Assistant Superintendent for Administrative Services handles all public relations activities and spends approximately 10 percent of his time on these functions.

* * *

STRATUM 3 SCHOOL SYSTEMS (Continued)

PUEBLO, COLO.	The possibility of employing a person to handle public relations activities is being explored.
	* * *
VOLUSIA COUNTY, FLA. (DeLand)	Public relations activities are handled on an individual basis. When newsworthy changes occur or especially interesting events or activities take place, the person most directly responsible may notify the news media. The media contact the Superintendent regularly for additional or accurate information concerning reports that reach them.
	* * *
COBB COUNTY, GA., excluding Marietta city schools (P.O., Marietta)	The Coordinator of Public Information and Community Relations handles all public relations activities and spends approximately 40 percent of his time in this area.
	* * *
MUSCOGEE COUNTY, GA. (Columbus)	The staff member in charge of each activity is responsible for publicizing that activity.
	* * *
RICHMOND COUNTY, GA. (Augusta)	The school system does not have a program of public relations. Needed PR activities are carried out by various staff members, under the direction of the Superintendent.
	* * *
SAVANNAH-CHATHAM COUNTY SCHOOL DISTRICT, GA. (Savannah)	The public relations activities are divided among the Superintendent and his Assistant Superintendents. The Superintendent handles the overall public relations functions. The Assistant Superintendent for Instruction-Personnel handles PR concerning personnel and instructional programs within the schools. The Assistant Superintendent for Curriculum Development and Pupil Services handles PR functions related to curricular problems, problems of the student population, special education, and other specialized student-related problems. The Assistant Superintendent for Business handles PR on matters of finance, construction, maintenance, and the like. Most public relations work is done through the news media and in civic and parent-teacher association gatherings.
	* * *
EVANSVILLE-VANDERBURGH SCHOOL CORPORATION, IND. (Evansville)	The Coordinator of Communications and Information handles all public relations functions and spends approximately 50 percent of his time on these activities. He also works on surveys and statistical studies, assists in preparations for board meetings, attends meetings of the board. Formerly, the Coordinator spent full-time in the public relations area.
	* * *
GARY, IND.	The Administrative Assistant to the Superintendent handles most public relations activities. He assists the Superintendent in maintaining community relations and assembling and evaluating facts, resources, and information for public dissemination. His office prepares the staff and community newsletters.
	* * *
SOUTH BEND, IND.	The Administrative Assistant to the Superintendent handles all public relations functions and spends approximately 20 percent of his time in this area.
	* * *

STRATUM 3 SCHOOL SYSTEMS (Continued)

TOPEKA, KANS.	No one person is employed in this area. The public information program is coordinated by a committee.
	* * *
FAYETTE COUNTY, KY. (Lexington)	The Head of the Community Relations Division handles all public relations functions and spends approximately 25 percent of his time in this area. He reports to the Deputy Superintendent with respect to public relations activities.
	* * *
CALCASIEU PARISH, LA. (Lake Charles)	The school system does not have any formal public relations programs or activities. The Superintendent provides information to the news media on system-wide matters; principals report to news media on activities in their respective schools.
	* * *
PATERSON, N. J.	Department directors, supervisors, and school principals conduct public relations programs within the scope of their assigned duties.
	* * *
ROCHESTER, N. Y.	The appointment of an individual to handle public relations activities is being considered, but no specifics have yet been developed.
	* * *
SYRACUSE, N. Y.	Reporters are in daily contact with the Superintendent or the Executive Assistant Superintendent. The various divisions in the central office prepare news releases from time to time.
	* * *
YONKERS, N. Y.	The Assistant Superintendent in charge of Community Affairs handles all public relations activities and spends approximately 80 percent of his time on these functions.
	* * *
CUMBERLAND COUNTY, N. C., excluding Fayetteville city schools (P.O., Fayetteville)	Public relations activities are handled by the staff member most directly responsible for each activity.
	* * *
WAKE COUNTY, N. C., excluding Raleigh city schools (P.O., Raleigh)	Policy items and systemwide releases are handled by the top eight administrators in the central office. Principals handle information which pertains only to their school.
	* * *
PROVIDENCE, R. I.	Formerly the Research Assistant handled public relations matters. Since his retirement in June of 1970, public relations activities have not been delegated to a single individual.
	* * *
KNOXVILLE, TENN., city schools	The Director of Pupil Personnel Services handles all public relations functions and devotes approximately 50 percent of his time to these activities. He reports directly to the Superintendent with respect to his public relations functions.
	* * *

STRATUM 3 SCHOOL SYSTEMS (Continued)

LUBBOCK, TEXAS	The Coordinator of Student Teaching, Public Information, and Research handles all public relations functions and spends approximately 50 percent of his time on these activities. He reports directly to the Superintendent.
	* * *
PASADENA, TEXAS	All publicity concerning the school district is cleared through the Superintendent or someone in his office. Write-ups of individual school activities for local newspapers may be cleared through the individual school office. The Supervisor of Printing and Publications handles all printing for the district.
	* * *
DAVIS COUNTY, UTAH (Farmington)	The Superintendent handles all public relations activities for the district. Several staff members regularly submit public relations materials through the Superintendent's office.
	* * *
SALT LAKE CITY, UTAH	The Assistant Superintendent of Program Design has overall direction of the public relations activities and staff of the district. He spends approximately 70 percent of his time in public relations activities. He has a full-time Public Relations Assistant and a full-time secretary. Previously, the Public Relations Assistant handled all PR functions and reported directly to the Superintendent.
	* * *
HENRICO COUNTY, VA. (Highland Springs)	The Administrative Assistant to the Superintendent is also Director of Public Information. He handles all public relations activities and spends approximately 15 percent of his time in this area. The public information program of the district is just starting and is in a period of transition. Implementation is tied in with total central staff reorganization presently nearing completion. A full-time public relations position is planned.
	* * *
NEWPORT NEWS, VA.	Public relations is considered to be the joint responsibility of the entire central office staff and individual principals. There is no one person or group assigned PR responsibility.
	* * *
PORTSMOUTH, VA.	The public relations functions are divided among several individuals in the district. The Director of Research and Development is in charge of information services and publications. The editor of the school system newspaper solicits news items on a regular basis, prepares news bulletins and other papers. The education association representative handles news relating to the association's special functions. The Directors of Elementary and Secondary Education are responsible for planning community programs to explain the curriculum.
	* * *
VIRGINIA BEACH, VA.	The Administrative Assistant to the Superintendent handles all public relations activities and spends approximately 50 percent of his time in this area.
	* * *
EDMONDS SCHOOL DISTRICT, WASH. (Lynnwood)	The Administrative Assistant handles all public relations activities.
	* * *

SMALLER SCHOOL SYSTEMS - ENROLLMENT UNDER 25,000 (17 SYSTEMS)

AZUSA, CALIF. — The Assistant to the Superintendent handles all public relations activities and devotes approximately one-third of his time to these functions.

* * *

BELLFLOWER, CALIF. — The Superintendent supervises the PR program and maintains close contact with newspapers. The Special Projects Consultant prepares news releases and the staff newsletter, and provides consultant services to principals on public relations matters. Individual building principals handle public relations on matters affecting the local community and prepare news releases on news of their school.

* * *

PALM SPRINGS, CALIF. — The district formerly employed a Director of Public Infomation and Publications. The position no longer exists.

* * *

PITTSBURG, CALIF. — Formerly the district employed a Public Relations Representative on a part-time basis. The position was eliminated from the budget two years ago and individual principals now handle public relations matters.

* * *

AURORA (WEST), ILL. — The school district formerly employed a Director of Information Services who handled all public relations activities and was employed on a full-time basis. The Administrative Assistant now has assumed these functions and spends about 50 percent of his time in this area.

* * *

RAYTOWN, MO. — The Assistant Superintendent for Personnel and Public Information handles all public relations activities and spends approximately 25 percent of his time in this area.

* * *

PRINCETON, N. J. — The Superintendent feels that public relations is part of everyone's job. Therefore, there are no clear-cut divisions made in PR responsibilities. Principals send home newsletters to parents on a regular basis, and occasionally a brochure is issued from the Superintendent's office. There is no coordinated PR effort at this time. Previously, a public relations administrator was employed, but budget cuts in 1967 necessitated the elimination of the position.

* * *

MASSAPEQUA, N. Y. — The Administrative Assistant handles all public relations matters and spends approximately 25 percent of his time in this area. Previously, the district employed a Community Relations Coordinator who spent about 75 percent of his time on PR matters.

* * *

NEW ROCHELLE, N. Y. — The Administrative Assistant to the Superintendent handles public relations matters and spends approximately 40 percent of his time in this area. He is assisted by the Public Information Officer who handles routine writing and editorial assignments on a full-time basis. Previously, the district employed a Public Information Assistant on a full-time basis. He handled all PR matters and reported directly to the Superintendent.

* * *

SMALLER SCHOOL SYSTEMS (Continued)

SCHENECTADY, N. Y.

The public relations responsibilities are divided among the Superintendent, the Clerk of the Board, and two assistant superintendents. The Superintendent handles board of education news and the Clerk handles distribution of board publications. The Assistant Superintendents for Elementary and Secondary School Programs each handle matters relating to the grade levels with which they are concerned. Financial difficulties recently required elimination of the position of the Public Information Officer who devoted full-time to PR activities.

* * *

WILLOUGHBY-EASTLAKE SCHOOL DISTRICT, OHIO (Willoughby)

The Superintendent, central office assistants, and directors provide the leadership in PR matters. Building principals are expected to provide the direct communications link in their home areas. The local press and radio stations, as well as a parents group called the Willoughby-Eastlake Schools Association, are other vehicles used to communicate with the public. Previously, the district employed a Coordinator of Communications and Adult Education, who spent approximately 80 percent of his time on PR matters, but budget cuts necessitated the elimination of the position.

* * *

ARMSTRONG SCHOOL DISTRICT, PA. (Ford City)

The Assistant Superintendent for Secondary Education handles all public relations activities and spends 5 to 10 percent of his time in this area. Until the 1970-71 school year the district employed a Coordinator of Publications and Information on a full-time basis, but budget cuts necessitated the elimination of the position.

* * *

BRISTOL TOWNSHIP, PA. (Bristol)

Public relations functions are divided among three staff members. The Assistant Superintendent for Instruction provides information in the instructional area. The Assistant to the Superintendent for Federal Programs handles information on contractual matters. The Assistant to the Superintendent for Personnel covers information on professional personnel.

* * *

CRANSTON, R. I.

The Director of Personnel and Public Relations handles all public relations matters and spends approximately 10 percent of his time in this area.

* * *

SPARTANBURG COUNTY SCHOOL DISTRICT NO. 7, S. C. (Spartanburg)

The Administrative Assistant handles all public relations activities and spends approximately 40 percent of her time on these functions.

* * *

CHESAPEAKE, VA.

The Superintendent of Schools handles the major portion of public relations functions. All news flows through his office; he encourages, solicits, and sometimes plans PR activities. Although there are no regularly planned PR programs, programs of relevancy are assigned to those staff members who are most informed in the area to be communicated. The Office of Instruction usually handles special reports to parents, the community newspaper, and the Administrators and Supervisors Information Bulletin. Daily newspaper, radio, and TV coverage is cleared through the Superintendent.

* * *

BELLINGHAM, WASH.

The Administrator of Business and Finance handles all public relations matters and spends approximately 30 percent of his time in this area.

* * *

SAMPLE BOARD POLICIES AND ADMINISTRATIVE GUIDELINES ON PUBLIC RELATIONS

STATEMENT OF SCHOOL BOARD POLICY CONCERNING SCHOOL INFORMATION
Hartford, Connecticut

The Hartford Public Schools have a continual responsibility to provide the citizens of Hartford with information about the school system's goals, programs, progress, and needs. The Hartford Public Schools shall attempt to raise the level of public understanding about its schools to further a program of quality education for all students. All media and techniques shall be selectively utilized to achieve the following objectives:

1. To develop information programs that aid public understanding of the schools.

2. To involve citizens in the work of the schools and to encourage them to take part in the exploration of educational and social problems.

3. To promote a genuine spirit of cooperation between the schools and the community and foster a sharing of responsibility for the quality of education and community life.

4. To take definite steps to assess public opinion as a guide to the goals and operation of the school system.

5. To maintain effective communication within the school system, fostering an atmosphere of mutual purpose among all members of the school staff.

6. To maintain effective communication between the central administration and the Board of Education, taking the necessary steps to see that Board members are fully informed on key matters of administration at all times, and that Board policies are effectively transmitted to personnel of the schools and to the public.

7. To provide information needed by citizens and public officials in order to ensure adequate financial support for a high quality of education.

The school information program shall be constantly evaluated through informal and objective measures to determine the degree to which these objectives are being achieved.

COMMUNITY RELATIONS PHILOSOPHY
Green Bay, Wisconsin

The Green Bay Board of Education believes that the quality of any school system depends largely on the strength and weaknesses of the community it serves. While a Board of Education can exercise educational leadership, the kind of schooling it can provide will depend on what the community believes a good school program is and the extent to which the public is able and willing to pay for it.

Hence the Board of Education recognizes that it has a dual responsibility to build and to assess public opinion by:

a. Keeping the community fully informed on school issues, the school program, and what can and should be done for children.

b. Determining community attitudes and goals for the schools.

SCHOOL PUBLIC RELATIONS POLICY
Warren, Michigan

Within the bounds of legal and ethical responsibilities to children, the Board of Education of the Warren Consolidated School District has a right and responsibility to inform the public of significant happenings within its schools. It is the position of the Board that the schools belong to the public, and the public is entitled to be well-informed about the operations of the school system.

It is further the position of the Board that the school districts operate most successfully with the support of the community and that such support is dependent upon the maintenance of positive public opinion. Opinions are formed on the basis of available information or the lack of it, and it is considered to be important that school activities, methods, and objectives be conveyed to those to whom the Board is responsible.

It will be the policy of the Board to maintain a continuing program of internal employee relations and community relations through two-way communications.

The Superintendent shall encourage the creation and implementation of good public relations for enabling the community to make known its desires, and for the Board to make known its plans and actions.

The Superintendent will periodically evaluate the community relations program and advise the Board of recommended modifications and improvements.

It is the responsibility of every employee, certificated and classified, to promote good community relations for the schools and for the educational betterment of the students.

ADMINISTRATIVE STATEMENT ON SCHOOL-COMMUNITY RELATIONS
Chattanooga, Tennessee

The development of an adequate and effective school-community relations program is imperative in the Chattanooga Public School System. This is especially important as the school program extends its services and as community personnel and agencies identify and assume a greater role of responsibility in the school's obligations. An adequate and effective program will bring about greater harmony and understanding between the total community, the school, and the people it serves directly.

COMMUNITY RELATIONS: MEDIA OF COMMUNICATIONS
Bristol Township, Pennsylvania

Adequate public support is dependent upon the maintenance of good public opinion. Opinions are formed on the basis of available information or the lack of it. Misinformation grows where information voids exist. It will be the policy of the board to maintain a continuing information program for compiling and distributing news of events, noteworthy facts, statistics, plans and forecasts necessary to the creation of an interested and informed public.

Meeting the needs of the community and gaining the support to meet those needs depends upon two-way communication between the board and the public. The board, therefore, encourages the use of means for enabling the community to make known its desires, and the board to make known its plans and actions.

FORM I - To be completed only by school systems having a FULL-TIME administrator of public relations activities.

FORM I

January 1971

School system _____ State _____

Name and title of respondent _____

ADMINISTRATION OF PUBLIC RELATIONS PROGRAMS

Please read the entire questionnaire before answering any questions.

1. What is the title of the person in charge of your public relations unit?

   _____

2. Is he employed for a full 12-months' year (including vacation)? YES __ NO __

   If NO, what is the length of his working year? _____ months

3. What is his 1970-71 salary? $ _____

4. Does he report directly to the superintendent? YES __ NO __

   If NO, to what official does he report? (Please give full title of official.)

   _____

5. Does your school system have (a) a formal, written job description and/or (b) a statement of desirable qualifications for the position of public relations director?

   (a) Job description: YES __ NO __
   (b) Statement of qualifications: YES __ NO __

   If YES for either (a) or (b) above, please enclose copy(ies).

   Please give the following information regarding the person presently in the position:

   a) EDUCATION: Bachelors degree in _____

   Masters degree in _____

   Doctorate in _____

   b) EXPERIENCE: Years in present position _____

   Years in other public relations positions (Please specify type of company or institution.) _____

   _____

   Years teaching experience _____

   Years in educational administration or supervision (other than in present position) _____

   Other experience _____

   _____

CONTINUED ——→

- 2 -

(c) CERTIFICATION: Teacher ____; Supervisor ____; Administrator ____;

Other (please specify) _____

(d) OTHER QUALIFICATIONS (please explain): _____

_____ _____

FORM I (continued)

(e) PERSONAL DATA:

Age: 20-30 __; 31-40 __; 41-50 __; 51-60 __; Over 60 ___

Sex: Male _____; Female _____

6. How many persons are on the PR staff, excluding the director?

	Full-time for PR unit	Part-time for PR unit (No. and approximate % of time)
Writers, editors	_____	_____
Clerical, secretarial	_____	_____
Media specialists (radio, TV, etc.)	_____	_____
Other (please specify)		
_____	_____	_____
_____	_____	_____
_____	_____	_____

7. How would you describe the ROLE of the public relations director with respect to the following groups? (Please cross out any groups listed which have no counterparts in your school system.) PLEASE CHECK ONLY ONE COLUMN FOR EACH.

Group	Member	Advisor	Observer	None
Board of education	_____	_____	_____	_____
Administrative cabinet	_____	_____	_____	_____
Curriculum council	_____	_____	_____	_____
Special projects staffs	_____	_____	_____	_____
Citizens advisory committee	_____	_____	_____	_____
Teachers organization	_____	_____	_____	_____
Administrators organization	_____	_____	_____	_____

8. What are the responsibilities of the public relations unit? (Put TWO checks before items for which the PR unit has sole or major responsibility. Put ONE check before items where responsibility is shared with other departments. Cross out items for which the PR unit does not have any responsibility.)

FORM I (continued)

_____ Community newsletter or publications
_____ Staff newsletter or publications
_____ Superintendent's annual report
_____ Updating and distributing corrections to system policy manual
_____ Writing press releases
_____ Press, radio, and TV contacts
_____ Election and bond referenda campaigns
_____ Speakers bureau
_____ Writing speeches, reports, or papers for central office staff
_____ Editorial and/or production services for central office staff
_____ Inservice PR training for school staff
_____ Assessment of public attitudes and opinions
_____ School contact with community, civic, or service groups
_____ Handling of citizen inquiries and complaints
_____ Development of teacher recruitment materials
_____ Special projects (e.g., American Education Week, B.I.E. Day)
_____ Dissemination of information on federal projects
_____ Supervision of duplicating or printing plant
_____ Photographic services
_____ Preparation of audiovisuals for PR projects
_____ Preparing summary of board minutes for publication
_____ Other (please specify) _____
_____ _____

9. What are the relationships and responsibilities of the PR director in providing assistance to individual principals on PR matters? CHECK ALL THAT APPLY.

_____ Provides consultant services to principals as they request them
_____ Holds regular PR briefings for principals
_____ Conducts inservice PR training for principals
_____ Encourages principals to develop PR stories/pictures as they see fit
_____ Solicits news items from principals on regular basis
_____ Helps prepare school staff bulletin
_____ Has principals refer all PR matters directly to him
_____ Has no direct contact with principals unless crisis arises
_____ Other (please explain) _____

OVER ——————→

- 4 -

10. Does your school system's 1970-71 budget include a line item specifically for the public relations unit? YES ___ NO ___

If YES, what is that amount? $ _____

If NO, under what line item(s) in your school system's current budget are public relations funds included? Please list below.

_____

_____

11. Does your school system have a board policy or written guidelines on school-community relations? YES ___ NO ___

If YES, please enclose a copy.

12. Does your school system regularly publish an informational newsletter for the community? YES ___ NO ___

If YES, please enclose a sample copy.

FORM I (continued)

for the school system staff? YES ___ NO ___

If YES, please enclose a sample copy.

13. Please add any additional information pertinent to this survey, such as changes in policy and program which the PR unit has undergone since 1967.

_____

_____

_____

_____

_____

REMINDER: Please enclose one sample copy of each of the following:

(a) Job description and/or qualifications for the position of PR director
(b) Board policy and/or guidelines on school-community relations
(c) Community newsletter
(d) Staff newsletter
(e) Superintendent's annual report

RETURN ONE COPY OF THIS QUESTIONNAIRE, TOGETHER WITH THE ABOVE MATERIALS TO:

Educational Research Service
Box 5, NEA Building
1201 Sixteenth Street, N.W.
Washington, D. C. 20036

FORM II - To be completed only by school systems which do NOT have a full-time administrator of public relations activities.

January 1971

ADMINISTRATION OF PUBLIC RELATIONS PROGRAMS

FORM II

School system _____ State _____

Name and title of respondent _____

1. How are the public relations activities of your school system handled?

NOTE: In answering this question, please read carefully items A, B, and C which follow. Answer only ONE of these three items--the one which applies to the situation in your school system. (Items B and C are on pages 2 and 3)

A Is there a person on your staff who handles ALL public relations activities but devotes only PART TIME to these activities?

His title: _____

His total annual salary: _____

Approximate percent of his time spent on PR activities: _____percent

Does he report directly to the superintendent with respect to public relations activities? YES ___ NO ___

If NO, to what official does he report? (Give full title of official)

_____

His responsibilities: (Put TWO checks before major responsibilities, ONE check before secondary duties, and cross out any which do not apply.)

_____ Community newsletters or publications
_____ Staff newsletters or publications
_____ Superintendent's annual report
_____ Writing press releases
_____ Press, radio, and TV contacts
_____ Election and bond referenda campaigns
_____ Speakers bureau
_____ Writing speeches, reports, etc. for central office staff
_____ Editorial and/or production services for central office staff
_____ Special projects (e.g., American Education Week, B.I.E. Day)
_____ Dissemination of information on federal projects
_____ School contact with community, civic, or service groups
_____ Handling of citizen inquiries and complaints
_____ Preparation of audiovisuals for PR projects

CONTINUED ——————→

FORM II (continued)

Other responsibilities (please list and check)

____ _____

____ _____

____ _____

What are the relationships and responsibilities of the individual who handles public relations activities in providing assistance to individual principals on public relations matters? CHECK ALL THAT APPLY

_____ Provides consultant services to principals as they request them

_____ Holds regular PR briefings for principals

_____ Conducts inservice PR training for principals

_____ Encourages principals to develop PR stories/pictures as they see fit

_____ Solicits news items from principals on a regular basis

_____ Helps prepare school staff bulletin

_____ Has principals refer all PR matters directly to him

_____ Has no direct contact with principals unless crisis arises

_____ Other (please explain) _____

_____

OR

B Are the various PR functions divided among several persons? If so, please indicate their titles and specific PR functions.

- Title *(Example) Director of Research and Publications*

  Functions *Information service, publications*

- Title _____

  Functions _____

- Title _____

  Functions _____

- Title _____

  Functions _____

- Title _____

  Functions _____

OR (see C on page 3)

OR

C If neither "A" nor "B" above describes your situation, please explain:

_____

_____

_____

_____

_____

_____

_____

FORM II (continued)

2. Does your school system's 1970-71 budget include a line item specifically for public relations activities?

YES ___ NO ___

If YES, what is that amount? $ _____

If NO, under what line item(s) in your school system's current budget are public relations funds included? Please list below

_____

_____

3. Does your school system have a board policy or written guidelines on school-community relations?

YES ___ NO ___

If YES, please enclose a copy.

4. Does your school system regularly publish an informational newsletter for the community?

YES ___ NO ___

If YES, please enclose a sample copy.

for the school system staff? YES ___ NO ___

If YES, please enclose a sample copy.

CONTINUED ——————→

- 4 -

5. Please add any additional information or comments pertinent to this survey. Please make special mention of changes in your PR program and policy which have occurred since 1967.

FORM II (continued)

REMINDER: Please enclose one sample copy of each of the following:

(a) Board policy and/or guidelines on school-community relations

(b) Community newsletter

(c) Staff newsletter

(d) Superintendent's annual report

(e) Job description for individual described in Part A of Question #1 (if applicable)

RETURN ONE COPY OF THIS QUESTIONNAIRE, TOGETHER WITH THE ABOVE MATERIALS, TO:

Educational Research Service
Box 5, NEA Building
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